

Name: _____

Role: _____

Last Review: _____

Manager: _____

Appraisal Date: _____

INSERT
COMPANY
LOGO

Process

- ▶ Your Manager schedules the appraisal meeting with you.
- ▶ You should complete the below relevant sections and give to your manager in advance of the meeting.
- ▶ Your Manager reviews your feedback and last year's objectives (if available).
- ▶ Meeting between you and your Manager takes place.
- ▶ Your Manager completes their section – either during or immediately after the meeting.

Guidelines

- ▶ Be honest and critical – think of both where you did well and where you experienced challenges (and why).
- ▶ What is ideal performance and how do you compare to the ideal?
- ▶ Set goals for next year which are **SMART**: **S**pecific, **M**easurable, **A**ttainable, **R**elevant and **T**ime – based on your overall objectives and the team's overall goals.
- ▶ Identify areas where you need support in order to deliver your goals for this year and enhance your skills (on the job learning, projects, areas of responsibility, courses).

Rating

1	Underperforming	Performance consistently below standard, does not meet expectations. Clear areas of underperformance which need to be addressed. Critical gaps in knowledge/ability. Significant improvement required in delivery and/or behaviour.
2	Developing	Still developing in the role but demonstrating all the desired behaviours, as a result, performance is somewhat below standard, some expectations not met. Improvement required in performance.
3	Satisfactory	Performance is at standard, fully meets expectations. Has the knowledge/ability, is delivering all elements of the role. Ongoing improvement is recommended as good practice.
4	Strong	A strong overall performance, better than average, meets all expectations and occasionally exceeds them. Better than average knowledge/ability, a go-to person who can support others.
5	Exceptional	Performance is outstanding, consistently exceeding expectations. Displays role-model behaviours.

Employee Performance Appraisal Form (continued)

For you to complete in advance of the meeting

List the key responsibilities of your role (use as many boxes as necessary)
1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

Employee Performance Appraisal Form (continued)

For you to complete in advance of the meeting

Performance review of objectives achieved year to date				
List the objectives and targets achieved year to date and Rate 1-5 how well you feel these objectives were met.				
Area	Employee Evaluation		Manager Evaluation	
	Rating	Comments	Rating	Comments
Job Knowledge (i.e. familiar with all aspects of own role, technical ability, knows own department, knows other departments and the importance of each, knows own importance as an employee and the difference you can make, seeks out all relevant information when trying to understand issues and problems, can give information if asked by a guest).				
Customer Focus (i.e. anticipating needs, commitment to customers, acknowledges guests, capable of dealing with complaints, listens and learns when dealing with guests, knows what to do if asked a question you cannot answer, actively responds to guest needs. Always goes the extra mile. Looks for opportunities to share information and knowledge. Offers assistance in whatever way you can to all guests).				
Productivity (i.e. how does the amount and standard of work done compare with what is expected, i.e. speed and accuracy, full completion of work?)				
Ownership & Initiative (i.e. responsible for assigned tasks, suggesting improvements, is capable of working on own initiative, is capable of making logical decisions when faced with no alternative, looks for continuous improvement opportunities and offers to take action, when appropriate, without having to be asked, proactively seeks to acquire knowledge in order to improve).				

Employee Performance Appraisal Form (continued)

Performance review of objectives achieved year to date

List the objectives and targets achieved year to date and Rate 1-5 how well you feel these objectives were met.

Area	Employee Evaluation		Manager Evaluation	
	Rating	Comments	Rating	Comments
Attendance & Punctuality (i.e. what is your pattern of punctuality for your shifts? Has there been a pattern of absences? Consider your approach to notification of absence via the company procedure.)				
Adherence To Processes & Procedures (i.e. 100% compliance with policies on a regular basis from attendance, absence, requesting leave, etc).				
Team Work (i.e. assists new employees in showing them procedures & helps others without having been asked to, actively promotes buy-in from hotel activities and encourages others to do the same, helps out in other departments when asked and understands the request for flexibility, actively works with peers, subordinates, supervisors and managers in order to achieve the smooth running of the department, consistently demonstrates team work skills such as openness, collaboration, listening and acknowledgement of different perspectives).				
General Attitude (i.e. relationship with colleagues, approach to work, flexibility, exhibits a sense of professionalism in conduct, language and demeanour, e.g., is calm, does not raise their voice and respects others, always works as part of the team, friendly and helpful towards the rest of the team in house. Maintains enthusiasm and a positive attitude).				

Employee Performance Appraisal Form (continued)

For you to complete in advance of the meeting

Improving your own effectiveness & personal development needs analysis

What steps can you or/and the Company take to improve your own effectiveness to ensure you meet your duties and responsibilities fully?

1.

2.

3.

4.

5.

What can you continue doing well or do better going forward?

1.

2.

3.

4.

5.

Employee Performance Appraisal Form (continued)

For you to complete in advance of the meeting

Goals for last year

Consider: achieved or not, levels and quality of output, standard of service to internal/external customers, improvements implemented, deadlines met, people management, areas for improvement.

Detailed Description Of Each Goal	Employee Evaluation		Manager Evaluation	
	Rating	Comments	Rating	Comments

Employee Performance Appraisal Form (continued)

To be done at the meeting jointly

Goal setting				
Goals must be MEASURABLE and ideally have a deadline for achievement				
Detailed Description Of Each Goal	How The Goal Will Be Measured	Deadline (If Possible)	Employee's Comments	Manager's Comments

Employee Performance Appraisal Form (continued)

Other Comments

For you to complete in advance of the meeting

Employee Comments

1.

2.

3.

4.

5.

Manager Comments

1.

2.

3.

4.

5.

Signed: (Employee) _____ Signed: (Manager) _____

Date: _____ Date: _____