

Worksheet 9: A performance appraisal form

- 1** How do employees receive feedback on their performance in your company? Do they have annual performance appraisals with their line managers? Is there a special procedure and form for appraisals?
- 2** Read questions from a performance appraisal form used by a chain of hotels and resorts. Match an employee's written responses a–g to the questions 1–7.

- 1 State your understanding of your main duties and responsibilities

- 2 How would you rate the last 12 months for you? Answer *good / satisfactory / bad* and give reasons.

- 3 What do you like or dislike about working for this company?

- 4 Which parts of your job do you find very difficult?

- 5 In the next 12 months, what do you think is your most important task or biggest challenge?

- 6 How could you or your line manager improve your performance in the next year?

- 7 What training do you think would help to improve your performance?

- a *Sometimes I've been indecisive about who to contact for different things, so I'd like more details about what other people do and the roles of other people in the company structure. I'm also aware that I can be impatient with colleagues so I need to work on that.*
- b *Overall I've enjoyed my first year and I think it's been a good twelve months. I'm confident with all the processes for reservations and I've also been involved in the development of the new website booking system.*
- c *I'm in charge of reserving rooms for guests who contact the hotels and resorts by phone or email. This year I have also been helping to trial and implement the new online booking system. Sometimes I also provide assistance to the hotel marketing department and update the website.*
- d *I'm not sure how to answer this question. I think I'm suited to the company and would like to develop in other areas than just reservations. Obviously the main task is to make sure reservations are made but I think I'm good at communicating with people and this is a skill which could be utilised more effectively, especially in the field of marketing. (I suppose I'm quite ambitious!)*
- e *None in particular.*
- f *I'm keen on working with social media and the Internet. Although I'm quite knowledgeable in this area, I'd like to specialise in the area of online marketing, so any training would be welcome.*
- g *Everyone seems friendly and dedicated, so that's been a good thing because they've given me lots of support. The only downside is that when I took the job I thought I'd be responsible for more things. I'd feel more motivated with more challenges.*

3 The writer often uses verb phrases in her responses. Complete these sentences with the missing prepositions. Then read the responses in Exercise 2 again and check your answers.

- 1 I've been involved _____ the project since it began.
- 2 I'm in charge _____ sales and marketing.
- 3 I'd like to be responsible _____ taking payments.
- 4 I'm suited _____ working closely with clients.
- 5 I'd like to develop _____ the area of IT.
- 6 I'm good _____ convincing people and selling.
- 7 I'm keen _____ the idea of developing my management skills.
- 8 I'd like to specialise _____ public relations.

4 Underline the adjectives which the writer uses to describe personal qualities in the responses in Exercise 2. Then match the adjectives to these definitions.

- 1 unsure or uncertain _____
- 2 wants to do something very well _____
- 3 certain of your abilities and skills _____
- 4 wants to move up the company _____
- 5 knows a lot about something _____
- 6 gives a lot of time and energy to something important _____
- 7 easily gets annoyed if waiting _____

5 Discuss these questions in pairs.

- 1 Which adjectives in Exercise 4 do you think describe your personal qualities?
- 2 Imagine you are the line manager of the person in Exercise 2. What is your impression of this employee and his/her feelings towards his/her current position? Why? Support your answers by referring to the responses.

6 Write your own responses to the questions on the performance appraisal form in Exercise 2. Write about you and your own job.

I CAN	
fill in a performance appraisal form	<input type="checkbox"/>
use verb phrases to talk about my job and responsibilities	<input type="checkbox"/>
describe my own and other people's personal qualities	<input type="checkbox"/>