



Employee Appraisal



Farm
Advisory
Service

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Employee appraisal is standard practice in most large businesses but can be important for businesses of any size

Why?

- Get better results for your business
- Monitor and improve individual and team performance
- Understand individuals and how they need to develop

How does it work?

- Set objectives for staff to achieve
 - Objectives
 - o **Specific** – What will be achieved?
 - o **Measurable** – How will you and the employee know it has been achieved?
 - o **Achievable** – the objective should be challenging but also something that the employee can do
 - o **Relevant** – objective should relate to the work the employee does
 - o **Timebound** – when does it need to be done by?
- Agree what is expected of the employee
 - Basic standards. These should be written down to avoid confusion. These will also be included in their contract of employment.
- Plan personal development. What training is needed?



The European Agricultural Fund
for Rural Development
Europe investing in rural areas



Scottish Government
Riaghaltas na h-Alba
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The appraisal meeting

- **start of the year**
 - set objectives
 - agree training needs
- **during the year**
 - give informal feedback
 - have at least one appraisal review. Use this as a chance to look at areas needing improvement but also to praise work well done
 - This is sometimes done, at a simple level, using a traffic light system.

RED	Few objectives achieved. Few basic standards met. Look at complete retraining or consider employees future with the business.
AMBER	Some objectives achieved. Most basic standards met. Look at recapping training.
GREEN	All objectives achieved. All basic standards met. Consider further training/responsibilities.

The traffic light system can also be used to rate individual skills. Here is an example for foot trimming

RED	Employee struggles to identify lameness quickly and is unsure of what action to take. Training course recommended.
AMBER	Employee can identify lameness but needs some assistance/advice on what action to take.
GREEN	Employee can identify lameness quickly and can take action to remedy problem.

- **end of the year**
 - end of year review of employee's performance.
 - allows employee to comment. This could be which areas of work they would like to be more involved in or why they are having difficulties
 - give employee a copy for their records
- Make sure you have a copy of what was recorded at the last appraisal meeting
- You may prefer to have a "silent note taker" in an appraisal meeting, especially if it is going to be a difficult meeting. If this is the case, allow the employee to bring an observer with them. This will avoid any potential feeling of intimidation