Modulo2: Nine-point appraisal guidance for managers

It is important that our team is supported and has clear expectations set. It is intended that this guide will help us recognise good performance and identify any areas for improvement. We want to provide guidance to our team and demonstrate we are invested in their success.

When setting objectives during an appraisal, they should:

- Be mutually understood
- Where appropriate, be developed collaboratively
- Be sufficiently descriptive of how a job is to be performed
- Where possible be expressed in measurable, observable terms
- Be reasonable and attainable

Below are nine identified areas to help you evaluate performance.

1. **Execution**
   People who love what they do also tend to execute well. Does this person execute tasks required of their job? Do they demonstrate the ability to focus on the essentials, and how do they respond to new challenges, ideas and duties?

2. **Quality of work**
   As an outsourced IT provider, the quality of our work is very important. Quality should be measured through: mutually agreed practices discussed in regular one-to-ones; the completion of tasks without the need of follow-up helpdesk tickets; the ability to follow guidance and best practice; and feedback from the client.

3. **Creativity**
   How often does this person question basic assumptions about a problem and come up with a new solution? Do they think outside of the box and successfully take risks on their own? How spontaneous are they in their work?

4. **Amount of consistent improvement**
   Consistent improvement across the board is the most important factor in performance evaluation. No one has the capacity to be excellent at each one-to-one review, however we have the opportunity to improve when measured in the context of an annual review. Does this person maintain vocational skills and play an active role in improving their job?

5. **Client and peer feedback**
   Our team should be committed to the aims of our clients, and promote a sense of community and a positive atmosphere in the workplace. Someone with good overall feedback will have the ability to improve. Someone who has negative feedback risks declining over time. Remember that a client can also be a supplier or third-party contractor.

6. **Responsiveness to feedback**
   If someone is doing something incorrectly, we don't want excuses or justifications, however we don't want our team to soullessly adjust to feedback. An ideal colleague would take feedback and think critically to understand why they are being asked to change. We encourage line managers and their team to have two-way conversations about what is working and what is not.

7. **Helpdesk and projects**
   The volume of helpdesk tickets closed in relation to grade and experience, or the ability to complete project tasks and milestones in a timely manner, will contribute to overall performance. Our team is judged on the service we deliver.

8. **Maintaining task lists and meeting deadlines**
   Our team is expected to organise themselves, and when necessary, maintain an up-to-date task list that can ne used to monitor deliverables and measure progress. During regular one-to-one meetings managers can get an overall feel for performance and evaluate the quality of assigned tasks to ensure our team are working on things that are in line with the company and client.

9. **Ability to take ownership**
   Someone who takes ownership of assigned tasks and figures out how to get things done is a great asset. This is very important if we're to encourage our team to develop. People who take ownership can help our business move faster and deliver value to our clients.