

Name: _____

Role: _____

Last Review: _____

Senior Manager: _____

Appraisal Date: _____

INSERT
COMPANY
LOGO

Process

- ▶ Senior Management will schedule the appraisal meeting with you.
- ▶ You should complete the below relevant sections and give to Senior Management in advance of the meeting.
- ▶ Senior Management reviews your feedback and last year's objectives (if available).
- ▶ Meeting between you and Senior Management takes place.
- ▶ Senior Management 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.

Manager 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.

Manager 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	Manager Evaluation		Senior Management Evaluation	
	Rating	Comments	Rating	Comments
Job Knowledge (i.e. familiar with all aspects of your role, technical ability, knows own department, knows other departments and the importance of each, knows own importance and individual employee importance 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. Offer assistance in whatever way you can to all guests through feedback e.g. comment cards, complaints, retention of key guests, accounts, repeat business).				
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).				
Communication (i.e. engages in written and oral communication that is clear, unambiguous, transparent, and consistent with the organisation's vision, mission, and values).				

Manager 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	Manager Evaluation		Senior Management Evaluation	
	Rating	Comments	Rating	Comments
Leadership and Teamwork (i.e. as a team member, the ability and desire to work cooperatively with others on a team. As a team leader, the ability to demonstrate interest, skill, and success in getting team members to learn to work together harmoniously).				
People Management (i.e. effectively allocates resources to get the right job done. Consistently monitors & controls quality, up to date with hotel policies and procedures and ensures that the team is fully trained on all aspects of hotel standards. Gives helpful feedback (frequent job chats, coaches & counsels), builds a positive working environment and is approachable, manages people in a consultative way, balancing direction with facilitation. Motivates staff and develops their skills, gives feedback and recognition to colleagues, effectively delegates, sets objectives and monitors performance against them).				
Profit (i.e. understands and meets financial objectives. Demonstrates business "savvy". Aware of payroll and keeps within budgeted payroll figures. Understands costs and able to recommend solutions on how to cut back).				
Strategic Agility (i.e. the ability to analyse the competitive position of the department by considering market and industry trends, existing and potential guests and strengths and weaknesses as compared to competitors).				
Drive for Results (i.e. the ability to focus on the desired result of your own work or the department's work, setting challenging goals, focusing effort on the goals, and meeting or exceeding them).				

Manager 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	Manager Evaluation		Senior Management Evaluation	
	Rating	Comments	Rating	Comments
General Attitude (i.e. supports colleagues/pitches in and helps, prioritises and manages own personal time efficiently within tight schedules, stays calm and composed under time pressure and in difficult situations, does not give up when faced with setbacks, accepts and will champion change in their work environment).				

Manager 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.

Manager 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	Manager Evaluation		Senior Management Evaluation	
	Rating	Comments	Rating	Comments

Manager 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)	Manager Comments	Senior Management Comments

Manager Performance Appraisal Form (continued)

Other Comments

For you to complete in advance of the meeting

Manager Comments

1.

2.

3.

4.

5.

Senior Management Comments

1.

2.

3.

4.

5.

Signed: (Manager) _____

Signed: (Senior Manager) _____

Date: _____

Date: _____