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Our experts explain how.Learn MoreThe Motorsport Images Collections captures events from 1895 to today's most recent coverages.Discover The CollectionCurated, compelling, and worth your time. Explore our latest gallery of Editors' Picks.Browse Editors' FavoritesHow can financial brands set themselves apart through visual storytelling? Our experts explain how.Learn MoreThe Motorsport Images Collections captures events from 1895 to today's most recent coverage.Discover The CollectionCurated, compelling, and worth your time. Explore our latest gallery of Editors' Picks.Browse Editors' FavoritesPerformance reviews, also called appraisals, form part of a holistic approach to managing performance. The value of annual reviews has increasingly been challenged in recent years in favour of more regular conversations, but even so, performance appraisal remains an important part of the performance management cycle. This factsheet outlines the elements of performance reviews and explores the role of line managers and the skills they require to carry out reviews. It looks at ways of measuring performance and the changing methods of gathering and giving feedback. Definition A performance appraisal is a regular meeting where management discusses the value of an employee's work and opportunities for improvement. The term "performance appraisal" refers to the regular review of an employee's job performance and overall contribution to a company. Also known as an annual review, employee appraisal, performance review, or evaluation, a performance appraisal evaluates an employee's skills, achievements, and growth, or lack thereof. Companies use performance appraisals to give employees big-picture feedback on their work and to justify pay increases and bonuses, as well as termination decisions. They can be conducted at any given time but tend to be annual, semiannual, or quarterly. A performance appraisal is a regular review of an employee's job performance and contribution to a company.Performance appraisals are also called annual reviews, performance reviews or evaluations, or employee appraisals.Companies use performance appraisals to determine which employees have contributed the most to the company's growth, to review their progress, and to reward high-achieving workers with performance reviews, the most common type of key-down review which a manager reviews the direct report. Employees who believe the evaluation is fair and constructive isn't reflective of their company's culture may feel dissatisfied with the appraisal process. Performance appraisals usually designed as human resources (HR) departments as a way for employees to develop in their careers. They provide individuals with feedback on their job performance, ensuring that employees are managing and meeting the goals expected of them and giving them guidance on how to reach those goals if they fall short. Because companies have a limited pool of funds from which to award incentives, such as raises and bonuses, performance appraisals help determine how to allocate those funds. They provide a way for companies to determine which employees have contributed the most to the company's growth so that companies can reward their top-performing employees accordingly. Performance appraisals also help employees and their managers create a plan for employee development through additional training and increased responsibilities. They help to identify ways that employees can improve and move forward in their careers. Ideally, the performance appraisal is not the only time during the year that managers and employees communicate about the employee's contributions. More frequent conversations help keep everyone on the same page, develop stronger relationships between employees and managers, and make annual reviews less stressful. Most performance appraisals are top-down, meaning that supervisors evaluate their staff with no input from the subject. But there are other types: Self-assessment: Individuals rate their job performance and behavior. Peer assessment: An individual's workgroup or co-workers rate their performance. 360-degree feedback assessment: Includes input from an individual, supervisor, and peers. Negotiated appraisal: This newest trend utilizes a mediator and attempts to moderate the adversarial nature of performance evaluations by allowing the subject to present first. It also focuses on what the individual is doing right before any criticism is given. This structure tends to be useful during conflicts between subordinates and supervisors. There are many performance appraisal apps that have been developed to help companies with the employee evaluation process. Performance appraisals are designed to motivate employees to reach and/or exceed their goals. But they do come with a lot of criticism. An issue with performance appraisals is that differentiating individual and organizational performance is difficult. If the evaluation's construction doesn't reflect the culture of a company or organization, it can be detrimental. Employees may report general dissatisfaction with their performance appraisal processes. Other potential issues include: Distrust of the appraisal can lead to issues between subordinates and supervisors or a situation in which employees merely tailor their input to please their employer. Performance appraisals can lead to the adoption of unreasonable goals that demoralize workers or incentivize them to engage in unethical practices. Some labor experts believe that the use of performance appraisals has led to lower use of merit- and performance-based compensation. Performance appraisals may lead to unfair evaluations in which employees are judged not by their accomplishments but by their likability. They can also lead to managers giving underperforming staff a good evaluation to avoid souring their relationship. Unreliable raters can introduce a number of biases that skew appraisal results toward preferred characteristics or ones that reflect the rater's preferences. Performance appraisals that work well in one culture or job function may not be useful in another. Even if you never work in management, you will certainly have meetings throughout your career to discuss your performance with an employer. These can occur as a formal evaluation or a more casual tête-à-tête. In most cases, a performance appraisal will be a chance to highlight your accomplishments to your employer, as well as find opportunities for personal growth. An effective performance appraisal can boost morale and give employees better direction in how to improve. Performance appraisals are used to review the job performance of an employee over some period of time. These reviews are used to highlight both strengths and weaknesses to improve future performance. When executed correctly, performance appraisals can pay off significantly. Among other things, they are capable of boosting morale, the facts and figures, the feedback received from the survey can be kept in mind. This feedback can be analyzed in real time by using a questionnaire or workflow form, that measures, analyzes, and activates data to get actionable insights. For probationary employees, the probation period usually lasts between three to six months. Their evaluation is based on whether they have come at pace with the work and culture of the organization and if they are ready to take up more responsibilities. There are 5 performance appraisal methods. Using one of these methods for performance appraisals can help organizations gain partial information. However, combining one or more methods will lead to extracting better information and accurate data. It is one thing to collect data and another to do something actionable with it. This is an important way to get insights from the employees and evaluate themselves. You need to first get information about how an employee evaluates himself/herself; after conducting this evaluation, the performance management has an opportunity to fairly appraise an employee based on their thoughts. 360-degree feedback, an employee is evaluated by his/her supervisor/manager, peers, colleagues, subordinates, and even management. Inputs from different sources are considered before talking to the employee face-to-face. In this process, each employee's performance is rated according to the job done based on the job descriptions assigned to them.If you want to learn more about "360 Leadership Assessment," you may look into how this holistic evaluation process goes beyond regular appraisals. It provides leaders like you with a comprehensive perspective of your organization's strengths and areas for development, allowing you to improve your leadership skills and make a bigger difference. The graphic rating scale is one of the most commonly used methods by managers and supervisors. Numeric or text values corresponding to values from excellent to poor can be used on this scale. Members of the same team who have similar job descriptions can be parallelly evaluated using this method. This scale should ideally be the same for each employee's performance. The evaluator is given a checklist of several behaviors, traits, attributes, or job descriptions of the employee who needs to be evaluated. The checklist can contain sentences or simple attributes, and the evaluator thus records the employee's performance based on what the supervisor of the employee. If the evaluator believes that the employee has certain traits, it is marked positive otherwise, it is left blank. This is also known as the "free-form method." As the name suggests, it is a descriptive method that elaborates on performance criteria. A major drawback of this method is to keep biases away. Create a free account While some businesses may consider performance evaluation as a time-consuming and administrative task, there are several advantages of using employee performance appraisal processes. In this section, we will go over some of the most potential advantages of performance appraisals and how it can benefit both employees and organizations. A systematic performance appraisal method helps the managers/supervisors to correctly identify the performance of employees and also highlight the areas they need improvement. It helps the management place the right employee for the right kind of job. This is a win-win situation for both the employee and the organization. Potential employees who have done some exceptional work are often offered a promotion on the basis of the result of performance evaluation. This process is also effective in determining the effectiveness of the training programs conducted by the organization for the employees. It can show managers how much an employee has improved after the training. This will give actionable insights to the managers on how to improve the programs. It creates a competitive environment amongst the employees in a good way. Employees try to improve their performance and get better scores than their colleagues. Managers use this as a platform to get first-hand feedback from employees to talk about their grievances and how to handle them. Keeping year-on-year records of appraisals gives managers a very good idea what is the pattern of the growth rate of employees and which ones have a declining rate, and what actions need to be taken to improve it. While performance appraisal is an effective tool for assessing employee performance and providing feedback, it is not without disadvantages. In this section, we will look at some of the major disadvantages of performance appraisals and how they affect employees and organizations. If the attributes being used in this method are not correctly defined, the data collected won't be useful. Sometimes biases can be an issue in this system. Some objective factors can be vague and difficult to pin down. There are no known scientific methods to measure that. Managers sometimes are not qualified enough to assess the abilities of the employees, thus being detrimental to the growth of an employee. If you want to know how the skills and qualities people show at work and in life, explore behavioral competency. QuestionPro is a powerful online survey and research platform that can assist organizations with performance appraisals in a variety of ways. Here are some of the advantages of using QuestionPro for performance appraisals: QuestionPro gives organizations customizable survey templates that they can use to make their own performance review questionnaires. These templates are created by industry experts and are based on best practices, ensuring that the surveys are effective and efficient. QuestionPro enables you to gather feedback from a variety of sources, such as peers, subordinates, supervisors, and customers. This type of 360-degree feedback can give a complete picture of an employee's performance. QuestionPro provides automated reminders to employees to ensure they complete their appraisal surveys on time. This feature relieves the administrative burden on HR departments while also assisting organizations in meeting appraisal deadlines. QuestionPro offers real-time reporting and analytics to assist organizations in understanding employee performance trends and identifying areas for improvement. These reports can be distributed to managers and employees in order to facilitate discussions and goal-setting. QuestionPro integrates with a variety of HRIS systems, allowing businesses to automate the performance appraisal process and reduce administrative costs. This integration ensures that performance data is correct, up-to-date, and simple to manage. Explore how a performance appraisal survey facilitates employee performance evaluation by gathering valuable insights from supervisors, colleagues, and self-assessments. QuestionPro can be a useful tool for businesses looking to improve their performance appraisal process. Try QuestionPro today to improve the performance appraisal process in your company! What is included in performance appraisal? Employee strengths and weaknesses: This type of appraisal evaluates an employee's performance based on their strengths and weaknesses. It includes a checklist of performance criteria, such as job performance, self-assessments, and 360-degree assessments. There are three main types of performance appraisals. What are the 5 performance appraisal methods? Five common methods of performance appraisal are Graphic Rating Scale, Behaviorally Anchored Rating Scale (BARS), 360-Degree Feedback, Management by Objectives (MBO), and Critical Incident Method.What are the four key elements of a good performance appraisal? A good performance appraisal should include the following four key elements:1. Clear Performance Standards2. Regular Feedback3. Two-way Communication4. Development PlanningWhat are the 5 steps in the performance appraisal process?The performance appraisal process typically involves the following five steps:1. Setting Performance Expectations2. Observing and Documenting Performance3. Providing Feedback4. Conducting the Performance Appraisal5. Creating a Performance Improvement PlanWhat are the 7 steps of the appraisal process?The 7 steps of the appraisal process are:1. Identify the problem2. Determine the scope of work3. Collect the data4. Analyze the data5. Estimate the land value6. Form an opinion of value7. Prepare an appraisal reportWhat are performance appraisals used for?Performance appraisals are used for several purposes, including:1. To identify training and development needs2. To setting compensation and rewards3. Providing feedbackWhen should a performance appraisal take place?Performance appraisals should be conducted on a regular basis, usually once or twice a year, to evaluate an employee's job performance over a specific time period. The timing of performance evaluations varies depending on the organization and the nature of the job. Performance Appraisals, also known as performance reviews, are a process of assessing and evaluating an employee's performance, usually on a regular basis, to provide feedback, identify areas for improvement, and set performance goals. Performance appraisals are a crucial part of the performance management process, and they can be used in a variety of ways. Here are some of the key reasons why performance appraisals are important: Feedback and development: Performance appraisals provide employees with feedback about their job performance, identifying areas where they are excelling and areas where they need to improve. This feedback can help employees to develop their skills and improve their performance, which can increase their job satisfaction and motivation.Goal setting: Performance appraisals often involve setting goals for the upcoming year or performance period. This gives employees a clear understanding of what is expected of them and provides a roadmap for their development.Performance-based decisions: Performance appraisals are often used as a basis for making decisions about promotions, salary increases, and other job-related matters. By providing an objective evaluation of an employee's performance, performance appraisals help to ensure that decisions are based on merit rather than favoritism or personal biases.Communication and collaboration: Performance appraisals provide an opportunity for managers and employees to have a conversation about the employee's job performance. This can help to build trust and improve communication and collaboration between employee and their manager.Legal compliance: In some industries and jurisdictions, performance appraisals are required by law or regulation. By conducting regular performance appraisals, organizations can ensure that they comply with applicable laws and regulations.Improvement and growth: Performance appraisals can help to identify areas where employees need additional training or development to improve their job performance. This can help employees to develop new skills and knowledge and improve their overall performance.Determine compensation and rewards: Performance appraisals can be used to determine compensation and rewards for employees based on their performance. This can help to ensure that employees are paid fairly and that their performance is recognized and rewarded.Recognition and rewards: Performance appraisals can be used to recognize and reward employees who are performing well. This can include bonuses, promotions, or other forms of recognition that can help to boost employee morale and motivation.Identification of training needs: Performance appraisals can help to identify areas where employees may need additional training or development. This can help organizations to provide targeted training that addresses specific skills or knowledge gaps.Objectives of Performance AppraisalsThe primary objectives of performance appraisals are to evaluate and assess employee performance, provide feedback on areas of strengths and areas for improvement, set performance goals, and make decisions regarding employee development and career growth. Here are some specific objectives of performance appraisals: Evaluate employee performance: One of the main objectives of performance appraisals is to evaluate employee performance objectively and systematically. This involves assessing employee performance against specific job-related criteria, such as job duties, performance goals, and key performance indicators.Provide feedback: Performance appraisals provide employees with feedback on their job performance, highlighting areas where they are doing well and areas where they need to improve. Feedback can be constructive and positive way, focusing on specific actions and behaviours that can be improved.Set performance goals: Performance appraisals help to set performance goals that are aligned with the organization's goals and objectives. These goals can be used to motivate employees and provide a clear path for career development.Identify training and development needs: Performance appraisals can help to identify areas where employees may need additional training or development to improve their job performance. 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It involves using a predetermined set of criteria to evaluate an employee's performance, with ratings assigned on a scale (e.g., 1-5) for each criterion.Behaviour-based appraisals: This type of appraisal focuses on the specific behaviours that employees exhibit on the job. It evaluates the extent to which employees exhibit desired behaviours and actions and may use examples of specific instances to illustrate their performance.360-degree feedback: This type of appraisal involves soliciting feedback from multiple sources, including the employee being evaluated, their manager, peers, and subordinates. This allows for a more well-rounded view of an employee's performance and can help identify blind spots or areas for improvement.Management by objectives: This type of appraisal involves setting specific performance objectives for employees and evaluating their performance based on how well they meet those objectives. This can help to align individual employee goals with the overall goals of the organization.Critical incidents method: This type of appraisal involves recording specific incidents of employee performance, both positive and negative, and using these incidents to evaluate the employee's performance. This type of appraisal is often used for high-potential employees and those in leadership roles.360-degree feedback: This type of appraisal involves soliciting feedback from multiple sources, including the employee being evaluated, their manager, peers, and subordinates. This allows for a more well-rounded view of an employee's performance and can help identify blind spots or areas for improvement.Management by objectives: This type of appraisal involves setting specific performance objectives for employees and evaluating their performance based on how well they meet those objectives. 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This type of appraisal is often used for high-potential employees and those in leadership roles.Performance appraisal is a process of evaluating an employee's performance against a set of predetermined criteria and standards. It is a systematic and structured process used by organizations to assess and evaluate the job performance of their employees. It involves a comprehensive review of an employee's work, accomplishments, strengths, and areas for improvement within a specific timeframe.The Purpose of Performance AppraisalThe primary purpose of performance appraisal is to: Evaluate Performance: Assess an employee's job performance to determine whether it aligns with organizational expectations and goals. Provide Feedback: Offer constructive feedback to employees about their strengths and areas needing improvement. Set Goals: Collaboratively set goals and objectives for professional development and career growth. Make HR Decisions: Support human resources decisions such as promotions, compensation adjustments, and succession planning. Motivate and Engage: Encourage employees by recognizing achievements and promoting a sense of accountability. Identify Training Needs: Determine areas where additional training or skill development is necessary. Importance of Performance AppraisalPerformance appraisal plays a crucial role in the workplace, benefiting both employees and the organization as a whole. Here are several key reasons why performance appraisal is of paramount importance: Enhanced Employee Performance: Regular feedback and evaluations motivate employees to perform at their best, striving for continuous improvement. Clear Communication: Performance appraisals provide a structured platform for open and transparent communication between employees and managers. Goal Alignment: They ensure that individual employee goals are aligned with the broader objectives of the organization, creating a unified sense of purpose. Recognition and Reward: High-performing employees can be appropriately recognized and rewarded for their contributions, fostering a culture of excellence. Development Opportunities: Performance appraisals identify areas where employees can develop their skills and talents, supporting their career growth. Data-Driven Decisions: Organizations can make informed HR decisions, such as promotions or training initiatives, based on performance appraisal data. Employee Engagement: When employees feel heard and valued through performance appraisal discussions, they tend to be more engaged and committed to their roles. Conflict Resolution: Performance appraisals provide a structured means to address conflicts or performance issues in a fair and objective manner. 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Training Plans: Develop individualized training plans that address each employee's unique needs and align with their career goals. Provide access to Resources: Provide access to training materials, online courses, and workshops relevant to employees' roles and development areas. Feedback Loop: Create a feedback loop where employees can share their training experiences and suggest improvements to the training program. Certifications and Qualifications: Encourage employees to pursue industry-specific certifications or qualifications that enhance their expertise and credibility. By actively promoting career development opportunities and investing in employee training and skill enhancement, organizations not only empower their workforce but also build a more skilled and motivated team. This fosters loyalty, improves performance, and helps retain top talent, ultimately benefiting the organization's long-term success.

Performance Appraisal Best Practices

Incorporating best practices into your performance appraisal process is essential for ensuring its effectiveness and fairness. Here are ten key best practices to consider when conducting performance appraisals:

- Frequent and Timely Feedback:** Provide feedback on an ongoing basis rather than waiting for annual reviews. Timely feedback helps employees make improvements in real-time.
- Clear Communication:** Maintain open and transparent communication throughout the appraisal process. Ensure that both parties clearly understand expectations, goals, and performance criteria.
- Employee Involvement:** Involve employees in the process by encouraging them to self-assess, set goals, and share their perspectives. This promotes ownership of their development.
- Manager Training:** Train managers and evaluators in conducting effective appraisals, addressing bias, and providing constructive feedback. Skilled managers are critical to the process.
- Goal Alignment:** Ensure that individual performance goals align with the organization's objectives. This alignment creates a sense of purpose and direction.
- Recognition of Achievements:** Recognize and celebrate employees' achievements and contributions. Positive reinforcement can boost morale and motivation.
- Constructive Criticism:** When providing feedback on areas needing improvement, focus on specific behaviors and outcomes. Offer guidance on how to make necessary changes.
- Documentation:** Maintain accurate records of performance appraisals, feedback, and follow-up actions. Proper documentation is essential for accountability and legal compliance.
- Flexibility:** Tailor the appraisal process to meet the unique needs of your organization. What works for one may not work for another, so adapt as necessary.
- Continuous Improvement:** Regularly assess the effectiveness of your performance appraisal process and seek feedback from both managers and employees. Make adjustments to improve the process over time.

By incorporating these best practices into your performance appraisal process, you can create a more effective, fair, and supportive environment for employees' professional growth and development. It also contributes to a culture of continuous improvement within your organization.

Conclusion

Performance appraisal is a vital tool that fosters growth and development within organizations. By setting clear expectations, providing constructive feedback, and offering development opportunities, employers can help employees thrive. Simultaneously, employees can leverage performance appraisals to set and achieve career goals, improve their skills, and contribute to their organizations' success. It's a two-way street where open communication and collaboration lead to a win-win situation.

Embracing performance appraisal best practices ensures that employees are motivated, engaged, and continuously improving. Regular feedback, goal alignment, and recognition not only enhance individual performance but also contribute to a positive workplace culture. It's a journey towards excellence that benefits both employers and employees, ultimately driving organizations toward greater achievements.

Definition A

performance appraisal is a regular meeting where management discusses the value of an employee's work and opportunities for improvement. The term "performance appraisal" refers to the regular review of an employee's job performance and overall contribution to a company. Also known as an annual review, employee appraisal, performance review, or evaluation, a performance appraisal evaluates an employee's skills, achievements, and growth, or lack thereof. Companies use performance appraisals to give employees big-picture feedback on their work and to justify pay increases and bonuses, as well as termination decisions. They can be conducted at any given time but tend to be annual, semiannual, or quarterly. A performance appraisal is a regular review of an employee's job performance and contribution to a company.

Performance appraisals are also called annual reviews, performance reviews or evaluations, or employee appraisals. Companies use performance appraisals to determine which employees have contributed the most to the company's growth, to review their progress, and to reward high-achieving workers.

Although there are many different kinds of performance reviews, the most common is a top-down review in which a manager reviews their direct report.

Employees who believe that the evaluation's construction isn't reflective of their company's culture may feel dissatisfied with the appraisal process. Performance appraisals are usually designed by human resources (HR) departments as a way for employees to develop in their careers. They provide individuals with feedback on their job performance, ensuring that employees are managing and meeting the goals expected of them and giving them guidance on how to reach those goals if they fall short. Because companies have a limited pool of funds from which to award incentives, such as raises and bonuses, performance appraisals help determine how to allocate those funds. They provide a way for companies to determine which employees have contributed the most to the company's growth so that companies can reward their top-performing employees accordingly.

Performance appraisals also help employees and their managers create a plan for employee development through additional training and increased responsibilities. They help to identify ways that employees can improve and move forward in their careers. Ideally, the performance appraisal is not the only time during the year that managers and employees communicate about the employee's contributions. More frequent conversations help keep everyone on the same page, develop stronger relationships between employees and managers, and make annual reviews less stressful. Most performance appraisals are top-down, meaning that supervisors evaluate their staff with no input from the subject. But there are other types:

- Self-assessment:** Individuals rate their job performance and behavior.
- Peer assessment:** An individual's workgroup or co-workers rate their performance.
- 360-degree feedback assessment:** Includes input from an individual, supervisor, and peers.

Negotiated appraisal: This newer trend utilizes a mediator and attempts to moderate the adversarial nature of performance evaluations by allowing the subject to present first. It also focuses on what the individual is doing right before any criticism is given. This structure tends to be useful during conflicts between subordinates and supervisors. There are many performance appraisal apps that have been developed to help companies automate the evaluation process. Performance appraisals are designed to motivate employees to reach and/or exceed their goals. But they do come with a lot of criticism. An issue with performance appraisals is that differentiating individual and organizational performance can be difficult. If the evaluation's construction doesn't reflect the culture of a company or organization, it can be detrimental. Employees may report general dissatisfaction with their performance appraisal processes. Other potential issues include:

- Distrust of the appraisal** can lead to issues between subordinates and supervisors or a situation in which employees merely tailor their input to please their employer.
- Performance appraisals can lead to the adoption of unreasonable goals that demoralize workers or incentivize them to engage in unethical practices. Some labor experts believe that the use of performance appraisals has led to lower use of merit- and performance-based compensation.
- Performance appraisals may lead to unfair evaluations in which employees are judged not by their accomplishments but by their likability. They can also lead to managers giving underperforming staff a good evaluation to avoid souring their relationship.
- Unreliable raters can introduce a number of biases that skew appraisal results toward preferred characteristics or ones that reflect the rater's preferences.
- Performance appraisals that work well in one culture or job function may not be useful in another. Even if you never work in management, you will certainly have meetings throughout your career to discuss your performance with an employer. These can occur as a formal evaluation or a more casual tête-à-tête. In most cases, a performance appraisal will be a chance to highlight your accomplishments to your employer, as well as find opportunities for personal growth. An effective performance appraisal can boost morale and give employees better direction in how to improve.
- Performance appraisals are used to review the job performance of an employee over some period of time. These reviews are used to highlight both strengths and weaknesses to improve future performance. When executed correctly, performance appraisals can pay off significantly. Among other things, they are capable of boosting employee morale and engagement, clarifying expectations, helping to get the best out of staff, and incentivizing hard work and dedication.

It's not just companies that benefit, either. Open lines of communication make it easier for employees to raise concerns, express themselves, find their right path, feel appreciated, and be rewarded when they do a good job. Performance management is an ongoing process. Throughout the year, managers are encouraged to engage with employees to establish goals, note progress, and provide feedback. Formal reviews or appraisals often take place on a yearly or quarterly basis. Standard performance reviews include an employee and their manager or supervisor. The 360-degree version also solicits input from the employee's colleagues or co-workers. Communication between employees and their manager or supervisor can be very rewarding. Performance appraisals are capable of boosting morale and output, benefiting all parties. That's assuming they go well, though. Sadly, many performance appraisals aren't executed in the most effective way. In many cases, they may be rushed or simply follow a set framework that perhaps doesn't always benefit every type of industry or person. Poorly handled appraisals can be counterproductive. Without a bespoke approach and careful consideration of how to structure meetings and set reasonable targets, the performance appraisal process can have its drawbacks.