

Case Study: Staff Appraisal

headword	pronunciation	translation/notes	example sentence
action point (n)	/ˈækʃən pɔɪnt/	Aktionspunkt (hier:) Maßnahme	We put action points and timescales against each item.
address (v) address issues/problems	/əˈdres/ /əˈdres ˌɪʃuːz/ˌprɒbləmz/	ansprechen Themen/Probleme an- sprechen	A system where staff can express their views and have issues and problems addressed is definitely good for motivation.
anonymous (adj)	/əˈnɒnɪməs/	anonym	We conduct anonymous staff surveys to assess the effectiveness of our appraisals.
appraisal (n) appraisal system	/əˈpreɪzəl/ /əˈpreɪzəl ˌsɪstəm/	Bewertung, Wertschätzung Leistungsbeurteilungssystem (hier: mit Auswertungs-/ Feedbackgesprächen)	Staff surveys assess the effectiveness of our appraisals . The company introduced an appraisal system that has proved to be a key motivator for its 25 staff.
assess (v)	/əˈses/	(über-)prüfen, aus-/bewerten	Anonymous staff surveys assess the effectiveness of our appraisals.
atmosphere (n) create a good/bad atmosphere	ˈætməsfɪə/ /kriːət ə ɡʊd/bæd ˈætməsfɪə/	Stimmung, Atmosphäre eine gute/schlechte Stimmung erzeugen	The appraisal system creates a bad atmosphere between members of staff.
attitude (n) change your attitude	/ˈætɪtjuːd/	Haltung, Einstellung seine Haltung ändern	If other managers change their attitudes , people

	/ˌfʃeɪmɪʒ jə 'ætrɪtʃuːd/		will feel more positive about evaluation.
base (v)	/beɪs/	basieren, auf eine Grundlage stellen	Annual salary increases will be based on performance.
be based on sth	/bi: 'beɪst ɒn ˌsʌmθɪŋ/	auf einer Grundlage stehen	
benefit (n)	/'benəfɪt/	Nutzen, Vorteil	Staff assessments are costly, time-consuming and provide no clear benefits .
blog (n)	/blɒɡ/	Blog	The blogs vary in their opinion of staff assessments.
colleague (n)	/'kɒliːɡ/	Kollege, Kollegin	Feedback can be obtained from colleagues , subordinates, managers and even customers.
compare (v)	/kəm'peə/	vergleichen	Comparing the two sets of ratings can be useful for identifying differences in expectations and perceptions.
conduct (v)	/kən'dʌkt/	(hier:) durchführen	We conduct anonymous staff surveys.
constructive (adj)	/kən'strʌktɪv/	konstruktiv, nach vorne schauend, aufbauend	There is an emphasis on constructive feedback.
consultancy (n)	/kən'sʌltənsɪ/	Beratungsunternehmen	Personnel Decisions International is a global consultancy firm.
contribution (n)	/kɒntri'bjuːʃən/	Beitrag	It is important to have a clear understanding of an employee's contribution and needs.
control (n)	/kən'trəʊl/	Steuerung, Kontrolle, Einfluss	Employees worry about appraisals because they are often measured on things over which they have no control .
have control over sth	/hæv kən'trəʊl əvə ˌsʌmθɪŋ/	(hier:) etw. maßgeblich beeinflussen können	
cost (n)	/kɒst/	Kosten, Aufwand	The whole system simply reinforces the values and
at great cost to sth	/æt greɪt 'kɒst tə	kostspielig, aufwändig	

	,sʌmθɪŋ/		prejudices of those in power at great cost to your company.
cut costs	/kʌt ˈkɒsts/	Kosten senken	If you are looking to cut costs , you should think about getting rid of your company's performance appraisal system.
costly (adj)	/'kɒstli/	teuer, kostspielig	Staff assessments are costly , time-consuming and provide no clear benefits.
deal with (phr v)	/'di:l wɪθ/	mit etw. umgehen, etw. behandeln, angehen	The appraisal is a chance to recognise good performance and deal with any issues.
delegate (n)	/'deləgət/	(hier:) (Gewerkschafts-) Vertreter	The union delegate believes staff appraisal is a technique for management to exploit employees more.
de-motivate (v) (opposite = motivate)	/di:'məʊtɪveɪt/	demotivieren	Appraisals depress and de-motivate people, as well as destroying any trust and teamwork.
effectiveness (n)	/'ɪfektɪvənəs/	Effektivität, Wirksamkeit	We conduct anonymous staff surveys to assess the effectiveness of our appraisals.
efficient (adj) (opposite = inefficient)	/ə'fɪʃənt/	effizient	I believe that staff appraisal is important for making the company more efficient .
emphasis (n) emphasis on sth	/'emfəsɪs/	(hier:) Schwerpunkt, Fokus	There is an emphasis on constructive feedback.
employee (n)	/'ɪm'plɔɪi:/	Arbeitnehmer	We based the performance objectives on each employee's job description.
ensure (v)	/en'ʃʊə/	sicherstellen	We wanted to ensure that employees' work matched the goals of the business.
evaluate (v)	/'ɪvælju:et/	aus-, bewerten	Employees don't trust the system and think that the way in which they are evaluated and rated is unfair.

evaluation (n)	/ɪvæljuː'eɪʃən/	Bewertung, Evaluation	If other managers change their attitudes, people will feel more positive about evaluation .
expectations (n pl)	/ekspek'teɪʃənz/	Erwartung(en)	Comparing the two sets of ratings can be useful for identifying differences in expectations and perceptions.
exploit (v)	/ɪk'splɔɪt/	ausnutzen, -beuten	The union delegate believes staff appraisal is a technique for management to exploit employees more.
express (v)	/ɪk'spres/	ausdrücken, zum Ausdruck bringen	A system where staff can express their views and have issues and problems addressed is definitely good for motivation.
feedback (n)	/'fi:dbæk/	Rückkopplung, Resonanz, Feedback	There is an emphasis on constructive feedback . 360-degree feedback is an alternative performance appraisal system.
focus (n)	/'fəʊkəs/	Schwerpunkt, Fokus	The focus of this feedback is to develop relevant plans.
foundation (n) build upon a foundation	/faʊn'deɪʃən/ /ˌbɪld əpən ə faʊn'deɪʃən/	(hier:) Fundament auf einem Fundament auf- bauen	This is the foundation upon which a continuously improving organisation can build .
get rid of sth (phr v)	/get 'rɪd əv ˌsʌmθɪŋ/	etw. loswerden, beseitigen	If you are looking to cut costs, you should think about getting rid of your company's performance appraisal system.
goal (n) achieve a goal	/gəʊl/ /əˌtʃi:v ə 'gəʊl/	Ziel ein Ziel erreichen	We wanted to ensure that employees' work matched the goals of the business. We discuss what kind of training might help employees achieve their goals .
identify (v)	/aɪ'dentɪfaɪ/	identifizieren, erkennen	Comparing the two sets of ratings can be useful for identifying differences in expectations and

inaccurate (adj) (opposite = accurate)	/ɪn'ækjʊrət/	ungenau, fehlerhaft	perceptions. My appraisal was inaccurate and subjective.
inconsistent (adj) (opposite = consistent)	/ɪnkən'sɪstənt/	(hier:) widersprüchlich	Employees who report to more than one boss often get inconsistent marks.
introduce (v)	/ɪntrə'dju:s/	einführen	The company introduced an appraisal system that has proved to be a key motivator for its 25 staff.
issues (n pl)	/'ɪʃu:z/	Problem(e)	The appraisal is a chance to recognise good performance and deal with any issues .
job description (n)	/'dʒɒb dɪ'skrɪpʃən/	Funktionsbeschreibung	We based the performance objectives on each employee's job description .
key (adj)	/ki:/	Schlüssel-	The company introduced an appraisal system that has proved to be a key motivator for its 25 staff.
leader (n)	/'li:də/	Führungspersönlichkeit	A manager needs to be a good leader who knows how to motivate a team.
line-manager (n)	/'laɪn,mænɪdʒə/	Linienvorgesetzte(r)	It seems that people who "suck up" to their line-managers get positive results and promotion.
link (v) be linked to sth	/lɪŋk/ /bi: 'lɪŋkt tə ,sʌmθɪŋ/	verbinden, verkoppeln mit etw. verbunden sein	He believes that staff appraisal is a waste of time unless it is linked to pay.
management (n)	/'mænɪdʒmənt/	Geschäftsführung, -leitung, Management	The union delegate believes staff appraisal is a technique for management to exploit employees more.
measure (v)	/'meʒə/	messen	Employees worry about appraisals because they are often measured on things over which they have no control.

motivate (v)	/ˈməʊtɪveɪt/	motivieren	A manager needs to be a good leader who knows how to motivate a team.
motivation (n)	/məʊtɪˈveɪʃən/	Motivation	A system where staff can express their views and have issues and problems addressed is definitely good for motivation .
motivator (n)	/ˈməʊtɪˌveɪtə/	Motivator	The company introduced an appraisal system that has proved to be a key motivator for its 25 staff.
needs (n pl)	/niːdz/	Bedürfnis(se)	It is important to have a clear understanding of an employee's contribution and needs .
objective (adj)	/ˈɒbˌdʒektɪv/	Ziel-	Managers should come up with an objective system which rewards hard work and results.
objective (n)	/ˈɒbˌdʒektɪv/	Ziel	We based the performance objectives on each employee's job description.
opportunity (n)	/ˈɒpəˈtjuːnəti/	Gelegenheit, Möglichkeit	The focus of the feedback is on developing training opportunities for each staff member.
pay-rise (n)	/ˈpeɪraɪz/	Gehalts-, Lohnerhöhung	He thinks that staff in the same post should not necessarily get the same pay-rise .
perception (n)	/pəˈsepʃən /	Wahrnehmung	Comparing the two sets of ratings can be useful for identifying differences in expectations and perceptions .
performance (n)	/pəˈfɔːməns/	Leistung	The appraisal is a chance to recognise good performance and deal with any issues.
perspective (n)	/pəˈspektɪv/	Perspektive, Sicht	We looked at the advantages of the system from the company's perspective .
point of view (n)	/pɔɪnt əv ˈvjuː/	Standpunkt, Perspektive	We asked employees to tell us the advantages of the system from their point of view .
post (n)	/pəʊst/	Funktion, Arbeitsplatz	He thinks that staff in the same post should not

prejudice (n)	/ˈpreʤʊdɪs/	Vorurteil, vorgefasste Meinung	necessarily get the same pay-rise. The whole system simply reinforces the values and prejudices of those in power at great cost to your company.
promotion (n)	/prəˈmɔʃən/	Beförderung	It seems that people who "suck up" to their line-managers get positive results and promotion .
prove to be sth (phr v)	/ˈpruːv tə biː ˌsʌmθɪŋ/	sich erweisen als	The company introduced an appraisal system that has proved to be a key motivator for its 25 staff.
rate (v)	/reɪt/	einstufen, beurteilen	Each objective is rated on a scale of one to four.
ratings (n pl)	/ˈreɪtɪŋz/	Einstufung(en), Bemessung(en)	Comparing the two sets of ratings can be useful for identifying differences in expectations and perceptions.
recognise (v)	/ˈrekəɡnaɪz/	(an-)erkennen	The appraisal is a chance to recognise good performance and deal with any issues.
regular (adj) on a regular basis	/ˈregjələ/	regelmäßig auf regelmäßiger Basis	360-degree feedback happens on a regular basis .
reinforce (v)	/riːɪnˈfɔːs/	verstärken	The whole system simply reinforces the values and prejudices of those in power at great cost to your company.
report to (phr v)	/rɪˈpɔːt tə/	berichten an	Employees who report to more than one boss often get inconsistent marks.
reward (v)	/rɪˈwɔːd/	belohnen	Managers should come up with an objective system which rewards hard work and results.
salary increase (n)	/ˈsæləri ˌɪnkriːs/	Gehaltssteigerung	Annual salary increases will be based on performance.
scale (n)	/skeɪl/	Skala	Each objective is rated on a scale of one to four.

staff assessment (n)	/stɑ:f ə'sesmənt/	Mitarbeiterbeurteilung	One of the things that irritates me about my job is having to do staff assessments .
subjective (adj) (opposite = objective)	/sʌb'dʒektɪv/	subjektiv	My appraisal was inaccurate and subjective .
subordinate (n)	/sʌ'bɔ:dɪnət/	Untergebene(r)	Feedback can be obtained from colleagues, subordinates , managers and even customers.
team (n)	/ti:m/	Mannschaft, Gruppe, Team	A manager needs to be a good leader who knows how to motivate a team .
teamwork (n)	/'ti:mwɜ:k/	Teamwork	Appraisals depress and de-motivate people, as well as destroying any trust and teamwork .
time-consuming (adj)	/'taɪmkən,sju:mɪŋ/	zeitaufwändig	Staff assessments are costly, time-consuming and provide no clear benefits.
timescale (n)	/'taɪmskeɪl/	(hier:) Termin	We put action points and timescales against each item.
training (n)	/'treɪnɪŋ/	Fortbildung, Training	We discuss what kind of training might help employees achieve their goals.
trust (n)	/'trʌst/	Vertrauen	Appraisals depress and de-motivate people, as well as destroying any trust and teamwork.
trust (v)	/'trʌst/	vertrauen	Employees don't trust the system and think that the way in which they are evaluated and rated is unfair.
uneconomic (adj) (opposite = economic)	/ʌn,i:ke'nɒmɪk/	unwirtschaftlich	The staff appraisal system is uneconomic and not good for company performance.
union delegate (n)	/'ju:njən 'deləgət/	Gewerkschaftsvertreter(in)	The union delegate believes staff appraisal is a technique for management to exploit employees more.

views (n pl) express your views	/vju:z/ /ɪk'spres jə ˌvju:z/	(An-)Sicht, Standpunkt bringen Sie ihren Standpunkt zum Ausdruck	A system where staff can express their views and have issues and problems addressed is definitely good for motivation.
waste of time (n)	/weɪst əv 'taɪm/	Zeitverschwendung	He believes that staff appraisal is a waste of time unless it is linked to pay.