

## Case Study: Staff Appraisal

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

	/ˌfʃeɪmɪʒ jə 'ætrɪtʃuːd/		will feel more positive about evaluation.
<b>base</b> (v)	/beɪs/	basieren, auf eine Grundlage stellen	Annual salary increases will <b>be based on</b> performance.
be based on sth	/bi: 'beɪst ɒn ,sʌmθɪŋ/	auf einer Grundlage stehen	
<b>benefit</b> (n)	/'benəfɪt/	Nutzen, Vorteil	Staff assessments are costly, time-consuming and provide no clear <b>benefits</b> .
<b>blog</b> (n)	/blɒɡ/	Blog	The <b>blogs</b> vary in their opinion of staff assessments.
<b>colleague</b> (n)	/'kɒliːɡ/	Kollege, Kollegin	Feedback can be obtained from <b>colleagues</b> , subordinates, managers and even customers.
<b>compare</b> (v)	/kəm'peə/	vergleichen	<b>Comparing</b> the two sets of ratings can be useful for identifying differences in expectations and perceptions.
<b>conduct</b> (v)	/kən'dʌkt/	(hier:) durchführen	We <b>conduct</b> anonymous staff surveys.
<b>constructive</b> (adj)	/kən'strʌktɪv/	konstruktiv, nach vorne schauend, aufbauend	There is an emphasis on <b>constructive</b> feedback.
<b>consultancy</b> (n)	/kən'sʌltənsi/	Beratungsunternehmen	Personnel Decisions International is a global <b>consultancy</b> firm.
<b>contribution</b> (n)	/kɒntri'bjuːʃən/	Beitrag	It is important to have a clear understanding of an employee's <b>contribution</b> and needs.
<b>control</b> (n)	/kən'trəʊl/	Steuerung, Kontrolle, Einfluss	Employees worry about appraisals because they are often measured on things <b>over</b> which they <b>have no control</b> .
have control over sth	/hæv kən'trəʊl əvə ,sʌmθɪŋ/	(hier:) etw. maßgeblich beeinflussen können	
<b>cost</b> (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 <b>at great cost to</b> your company.
cut costs	/kʌt 'kɒsts/	Kosten senken	If you are looking to <b>cut costs</b> , you should think about getting rid of your company's performance appraisal system.
<b>costly</b> (adj)	/'kɒstli/	teuer, kostspielig	Staff assessments are <b>costly</b> , time-consuming and provide no clear benefits.
<b>deal with</b> (phr v)	/'di:l wɪθ/	mit etw. umgehen, etw. behandeln, angehen	The appraisal is a chance to recognise good performance and <b>deal with</b> any issues.
<b>delegate</b> (n)	/'deləgət/	(hier:) (Gewerkschafts-) Vertreter	The union <b>delegate</b> believes staff appraisal is a technique for management to exploit employees more.
<b>de-motivate</b> (v) (opposite = <b>motivate</b> )	/di:'məʊtɪveɪt/	demotivieren	Appraisals depress and <b>de-motivate</b> people, as well as destroying any trust and teamwork.
<b>effectiveness</b> (n)	/'ɪfektɪvənəs/	Effektivität, Wirksamkeit	We conduct anonymous staff surveys to assess the <b>effectiveness</b> of our appraisals.
<b>efficient</b> (adj) (opposite = <b>inefficient</b> )	/ə'fɪʃənt/	effizient	I believe that staff appraisal is important for making the company more <b>efficient</b> .
<b>emphasis</b> (n) emphasis on sth	/'emfəsɪs/	(hier:) Schwerpunkt, Fokus	There is an <b>emphasis on</b> constructive feedback.
<b>employee</b> (n)	/'ɪm'plɔɪi:/	Arbeitnehmer	We based the performance objectives on each <b>employee's</b> job description.
<b>ensure</b> (v)	/en'ʃʊə/	sicherstellen	We wanted to <b>ensure</b> that employees' work matched the goals of the business.
<b>evaluate</b> (v)	/'ɪvælju:et/	aus-, bewerten	Employees don't trust the system and think that the way in which they are <b>evaluated</b> and rated is unfair.

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

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

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

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

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

<b>views</b> (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 <b>express their views</b> and have issues and problems addressed is definitely good for motivation.
<b>waste of time</b> (n)	/weɪst əv 'taɪm/	Zeitverschwendung	He believes that staff appraisal is a <b>waste of time</b> unless it is linked to pay.