Name:_____

LCCI Writing

Situation
You are the HR manager of a large company. The annual performance reviews of Sales Department staff have just been completed. You are now writing letters to each employee summarising their appraisal. Look at the appraisal form below for Edward Kinson and write the letter to him.

Appraisal form
Name: Edward Kinson
Length of service: two years
Job title: Sales Team Leader

Rating system
1 unacceptable (frequently fails to meet standards)
2 needs improvement (sometimes fails to meet standards)
3 satisfactory (consistently meets standards)
4 very good (often exceeds standards)

Performance of job duties as per job description
Employee 3
Line manager 3
Job knowledge
Employee 4
Line manager 4
Attitude to work
Employee 3
Line manager 4
Comments: *Edward is always positive, highly-motivated and prepared to work hard at all times to meet urgent deadlines. He never complains when he has to work overtime.*
Goal achievement
Employee 2
Comments: *The goals set seemed quite high, so I found it difficult to hit all the targets.*
Line manager 3
Comments: *Goals may have been set very high but Edward has worked very hard in difficult circumstances to achieve acceptable standards for his personal targets.*
Teamwork
Employee 3
Comments: *I find it difficult share work with the team on our strategy when I'm responsible for the team achieving their overall sales targets.*
Line manager 3
Comments: *Edward could do with more training in this area to enable his team to contribute more to overall strategy and potentially improve final sales results.*
Communication
Employee 3
Employee comments: *I feel the team don't always understand what I'm trying to get them to do.*
Line manager 2
Comments: *Discussions with colleagues suggest that Edward needs to better understand their issues and provide clearer feedback to the team. More training needed.*

Overall performance: 3 (satisfactory)

Recommendations
Line manager comments: *Courses in Encouraging teamwork and leadership and communication would be very useful. Edward is a very good employee, who contributes effectively to the company. After successful completion of the relevant courses, and demonstration that he has improved in these areas, I feel he could start to take on more responsibility, which will help his career development in this company.*

Task
Write your letter. Write about 250 words.

© 2018 Pearson **PHOTOCOPIABLE**