



Promoting Recovery through Performance Appraisals

Objective

In the performance appraisal, the employee and supervisor should assess the workload and recovery from work, and decide on the measures to promote recovery in the future.

Study the measures to develop performance appraisals.

Developing performance appraisals and providing related instructions is the responsibility of the organization and unit.

Steps

1. Evaluate the current practices. Does the current performance appraisal form and guidelines encourage discussing
 - the load factors of work?
 - the factors that promote recovery?
 - the stress and recovery experienced by the employee?
 - measures to promote recovery in the future?
2. Amend the performance appraisal form and instructions with themes of workload and recovery.
 - After the steps, study the examples with which these themes can be discussed in performance appraisals.
3. Try out new practices with a group of employees. Provide the supervisors participating in the experiment with appropriate training and communicate the experiment to the personnel.
4. Collect feedback from employees and supervisors who participated in the experiment. Evaluate the success of the experiment and make the necessary changes to the practices.

5. Adopt the new practices more widely in your workplace. Provide all supervisors with training related to the new practices and communicate them to all employees. Continue to develop the practices as needed.
6. Ensure that performance appraisals are held frequently enough for them to be useful in managing workload.
7. Monitor the impacts.
 - Study the employees' experiences of the impact of new performance appraisal practices.
 - Evaluate the level of workload and the adequacy of recovery by, for example, means of well-being at work surveys.

Examples of perspectives of workload and recovery for performance appraisals

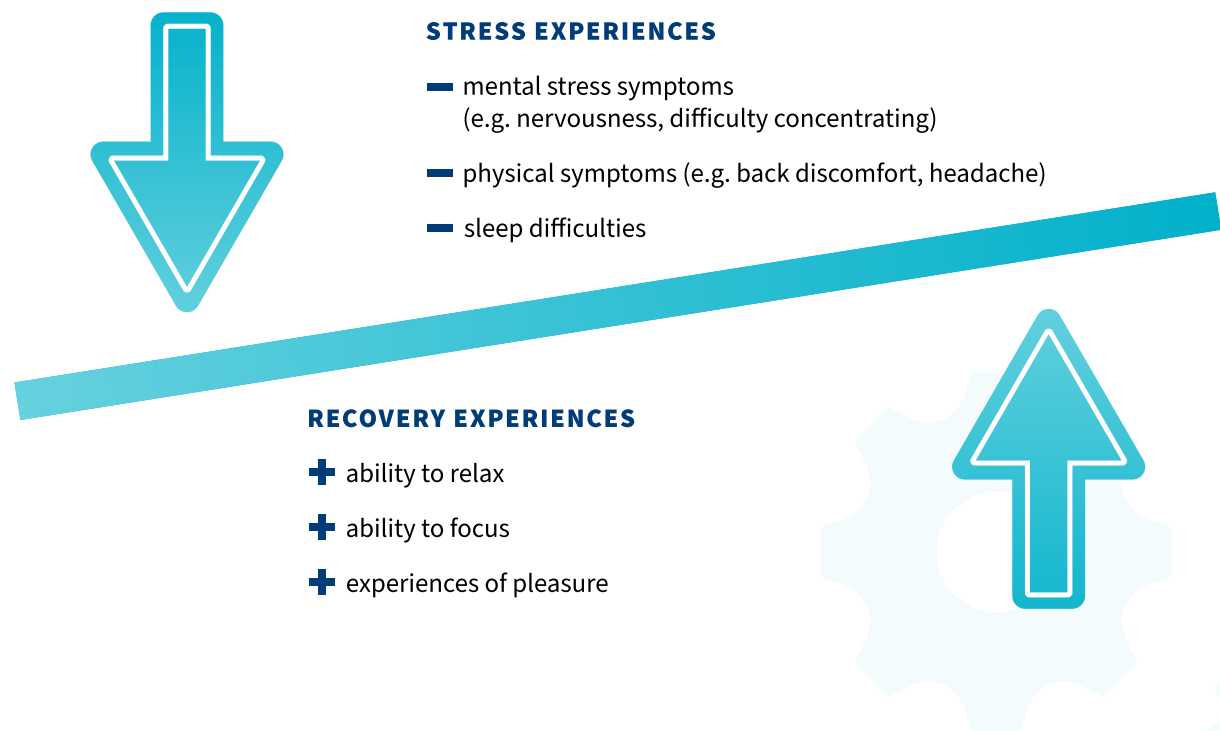
Examples of the load factors of work

Area of workload	Examples
Physical workload	<ul style="list-style-type: none"> • physically demanding tasks • monotonous work • forced pace of work • awkward work postures • client/patient lifts and transfers • exposure to physical agents in the work environment (e.g. heat, noise)
Mental workload	<ul style="list-style-type: none"> • very few opportunities to influence one's own work • disproportionate responsibilities and challenges • ethical and value conflicts • workload and pace
Stress related to interaction	<ul style="list-style-type: none"> • working alone • unequal treatment • interaction situations that cause negative emotions • threat of violence
Workload related to working hours	<ul style="list-style-type: none"> • long weekly working hours • duration of shifts and the interval between shifts • multiple consecutive night shifts • allocation of days off • little opportunities to balance work and other aspects of life

Examples of factors that promote recovery

- Breaks and appropriate break rooms
- Practical and emotional social support
- Good opportunities to influence one’s own work
- An open, conversational culture

Examples of the stress and recovery experienced by employees



Examples of measures to promote recovery in the future

Area to be developed	Examples
Strengthening the employee’s resources	<ul style="list-style-type: none"> • learning at work and providing training • supporting physical activity and recreational activities
Development of the work community’s activities	<ul style="list-style-type: none"> • ensuring fairness in decision-making • increasing transparency • additional joint development and recreation days
Work arrangements	<ul style="list-style-type: none"> • re-allocation of work • use of assistive devices • operating method reform

Additional reading

- [How to bring up problems with work ability? The “Supporting mental health at work” material | Finnish Institute of Occupational Health \(ttl.fi\)](#)

