

ARP Diagnostic Template

Purpose:

Evaluate the effectiveness of the current appraisal system by scoring specific managerial and organisational actions against the actual responses they generate. Establishes a measurable baseline for transformation.

No.	Diagnostic Question	Action Score (0-10)	Response Score (0-10)	Value Score (A × R)	Comments / Observations
1	Do managers prepare with clear evidence or rely on impressions?			0	
2	Are development goals co-created or top-down?			0	
3	Do managers follow through on growth commitments?			0	
4	Is values alignment discussed, observed, and evidenced?			0	
5	Is the appraisal treated as coaching or compliance?			0	
6	Is 360° or multi-source feedback gathered and used?			0	
7	Do appraisals lead to change in support, recognition, or clarity?			0	
8	Is there consistency in standards across all managers?			0	
9	Are staff given a chance to reflect and contribute their own narrative?			0	
10	Is there a structured opportunity for staff to rate the process itself?			0	
11	Overall: What is your view of the appraisal system's fairness, usefulness, and impact?			0	

Notes: