4.5 Writing Reports

Discussion

1 Read the reasons for performance appraisals in the box. Decide which benefit the employer most and which benefit the employee.

discussing rewards   encouraging communication
identifying strengths and weaknesses   planning training
reviewing progress   setting achievable goals   stating career objectives

**2** With a partner, number the sections of a report in a logical order from 1–7.

☐ Introduction   ☐ Conclusions   ☐ Recommendations   ☐ Title
☐ Procedure   ☐ Findings   ☐ Executive summary

Model

3 Read the report and number the paragraphs in the correct order 1–6.

Introduction of annual appraisal interviews

☐ Firstly, Webwide Consulting used a system of anonymous questionnaires to investigate employee attitudes. For instance, some questions related to company image and job satisfaction. In addition, interviews were held with all staff.

☐ The Management Committee decided to engage Webwide Consulting on 11 October to advise on the possible introduction of formal appraisal interviews. This decision was taken owing to dissatisfaction with the existing system. This report covers the method by which information was gathered and sets out a plan for adopting appraisal interviews.

☐ A survey was carried out by external consultants regarding the possible introduction of formal annual appraisal interviews. Their findings clearly show that most staff and managers are in favour. Consequently, it is recommended that a formal system be set up as soon as possible.

☐ Three main areas of concern were revealed by the individual interviews.
  ○ Management are seen to lack interest in staff development.
  ○ Employees get little feedback on whether hard work is recognized.
  ○ Employees get no guidance on how to improve poor performance.

☐ 1 We should put in place a system of annual appraisal interviews within the next two months.
  2 Each interview should be 45 minutes in length due to the tight schedule.

☐ In conclusion, the survey results clearly show that a more formal approach to appraisal interviews would reduce staff turnover, increase motivation and foster team spirit.
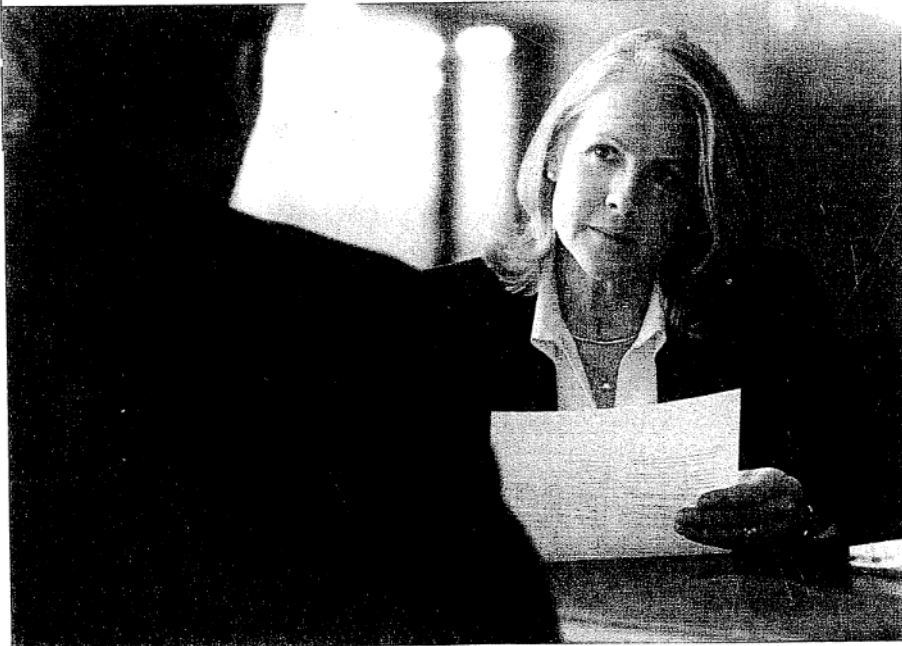
Analysis

4 Answer the questions about the report in Exercise 3.

1 Which headings from Exercise 2 match the paragraphs in the report?
2 What other methods can be used to organize information in a report?