



Morning watch — 4 flags

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Fictional document — demonstration example

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Fictional document, produced for demonstration. **No assessment, no rating and nothing about how a person performs appears in this document.**

#	Flag	What triggered it	At stake	Recipient	Chase
1	23 employees beyond the frequency	Note of 12/01/2025	4 beyond 6 years	HR, not the manager	7 d
2	14 requests with no answer	Training section with no follow-up	Oldest: 2022	The manager, before the meeting	7 d then the day before
3	72 objectives written on the day	Entry dates	61% of records	Whoever designs the form	7 d

#	Flag	What triggered it	At stake	Recipient	Chase
4	11 changes of manager	Org chart	The new one lacks the record	The new manager	7 d

The first flag does not go to the manager. An overdue frequency describes an organisation — the four oldest cases sit in a department that has had three heads in five years.

The five guarantees that make the annual appraisal usable

The guarantee	What you gain
The appraisal wording is the manager's own	They arrive with the facts already gathered and only have to form their judgement: what stays in the employee's file is held by somebody, therefore open to challenge, therefore defensible
The rating, where there is one, is theirs too	A rating produced by a tool would sit in the file with nobody standing behind it — and it is the file that counts the day there is a dispute
The handover passes commitments, not judgements	Objective set, training promised, deadline announced: the new manager picks up the thread without turning an opinion into a reputation
The meeting is held between two people	No transcript: what is said there is really said, and that is where the real requests come out
Overdue appraisals are counted by department and by period	You see the organisation slipping — the four oldest cases sit in a department that has had three heads in five years — instead of a ranking of managers that fixes nothing

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