

Staff Performance Appraisal

Notes for Appraiser

The appraisal process looks backwards to an appraisal review period and forward to improve future job performance. The appraisal is a two-way conversation between the appraiser and appraisee and should not be a one-way process. At the end of the process, the aim is for the appraiser and appraisee to reach agreement on the appraisee's performance.

1. Duties & Responsibilities

Describe the purpose of the Appraisee's job in the Appraisee's Appraisal Form. Clarify job performance.

2. Discussion Points - including column 1

Make and record your assessment of the Appraisee's performance in Section 2 of Appraisee's Appraisal Form, as a result of your discussion with the Appraisee.

3. Objectives (prior year) and performance

List the objectives that the Appraisee set for the appraisal - typically these objectives will have measures or standards agreed - against which performance is assessed. Score the performance against the following table:

Scoring Table

1 – 3	poor	7 – 9	good
4 – 6	satisfactory	10	excellent

Compare with the self-appraisal in Section 1 of the Appraisal Form. Discuss and note points of significance, particularly training and development needs.

4. Capability & Knowledge - including additional

Score the Appraisee's capability or knowledge against the next role requirements according to the table. The second section can be used for other points. Compare scores with the self-appraisal in Section 1 of the Appraisal Form. Discuss and note agreed points for training/development needs and wishes (if any).

5. Objectives/Targets for next 12 months

Discuss and agree the specific objectives for the next 12 months. Performance in current job, if appropriate, will enable the Appraisee to move towards the next role is identified or sought, to achieve the objectives. The **SMART** rules - specific, measurable, achievable, realistic, time-bound.

- S** Specific - is the objective clear?
- M** Measurable - how will the appraiser know when an objective has been accomplished?
- A** Agreed - is the objective one that the appraiser and appraisee agree on?
- R** Realistic - is the objective stretched but achievable given the appraisee's ability and the resources available?
- T** Time-bound - is there a reasonable time frame for the objective?

6. Career Options and Promotion

Discuss and agree the Appraisee's career development and readiness for promotion, and compare with and discuss the self-appraisal entry in Section 1 of the Appraisal Form. (Some people do not wish for personal development - development and growth should be available to all, not just those with promotion prospects.) Note the agreed development aim(s).

job performance over the whole of the appraisal period. The appraisal is a two-way conversation between the appraiser and appraisee and should not be a one-way process. At the end of the process, the aim is for the appraiser and appraisee to reach agreement on the appraisee's performance.

Compare with self-appraisal entry in Section 1 of the Appraisal Form. Discuss and note points of significance, particularly training and development needs.

Assessment

Make and record your assessment of the Appraisee's performance in Section 2 of Appraisee's Appraisal Form, as a result of your discussion with the Appraisee.

Comments

List the objectives that the Appraisee set for the appraisal - typically these objectives will have measures or standards agreed - against which performance is assessed. Score the performance against the following table:

Compare with the self-appraisal in Section 1 of the Appraisal Form. Discuss and note points of significance, particularly training and development needs.

Score (Part I & II)

Score the Appraisee's capability or knowledge against the next role requirements according to the table. The second section can be used for other points. Compare scores with the self-appraisal in Section 1 of the Appraisal Form. Discuss and note agreed points for training/development needs and wishes (if any).

Discuss and agree the specific objectives for the next 12 months. Performance in current job, if appropriate, will enable the Appraisee to move towards the next job level/type, or if no particular next role is identified or sought, to achieve the objectives. These objectives must adhere to the SMART rules - specific, measurable, achievable, realistic, time-bound.

- S** Specific - is the objective clear?
- M** Measurable - how will the appraiser know when an objective has been accomplished?
- A** Agreed - is the objective one that the appraiser and appraisee agree on?
- R** Realistic - is the objective stretched but achievable given the appraisee's ability and the resources available?
- T** Time-bound - is there a reasonable time frame for the objective?

Discuss and agree the Appraisee's career development and readiness for promotion, and compare with and discuss the self-appraisal entry in Section 1 of the Appraisal Form. (Some people do not wish for personal development - development and growth should be available to all, not just those with promotion prospects.) Note the agreed development aim(s).

7. Training and Development Support

Discuss and agree (as far as is possible, and development support to be given to the

Appraisers should note that personal development is not just for those seeking promotion. Also, training isn't restricted to formal courses, coaching, mentoring (mentoring can include being mentored), secondment to another role, job rotation, distance-learning, reading books, attending conferences, manuals and guides, researching, giving presentations; anything relevant and helpful to the appraisee's task. Avoid committing to training expenditure unless it has been confirmed - if necessary discuss likely training needs with the relevant authority before the appraisal.

8. Equality and Diversity (Equal Opportunities)

Please remember the Company's Equal Opportunities Policy, that there shall be no discrimination in respect of race, sex, sexual orientation, age, disability, marital status or ethnic origin. This applies equally to all employees.

[Appraisees should be given the opportunity to comment on the appraisal.]

When completing 'comments' fields, please avoid making any comments that may be regarded as age discriminatory and should be avoided.

If, during an appraisal meeting, the appraiser is considering retirement in the near future, do not say or do anything that may be construed as discriminatory against the appraisee e.g. denying access to training or development opportunities.

and authorisation considerations) the training objectives agreed above.

be offered to all employees, not just those on an external course - it includes internal training, secondment to another role, job rotation, distance-learning, reading books, attending conferences, manuals and guides, researching, giving presentations; anything relevant and helpful to the appraisee's task. Avoid committing to training expenditure unless it has been confirmed - if necessary discuss likely training needs with the relevant authority before the appraisal.

opportunity>> Policy, that there shall be no discrimination in respect of race, sex, sexual orientation, age, gender reassignment, marital status or ethnic origin. This applies equally to all employees.

[Appraisees should be given the opportunity to comment on the appraisal.]

to 'maturity' or 'experience' may be regarded as age discriminatory and should be avoided.

is considering retirement in the near future, do not say or do anything that may be construed as discriminatory against the appraisee e.g. denying access to training or development opportunities.