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Your Name:	
Your Job Title:	
Your Manager's Name:	
Date of Appraisal:	

Introduction

Your appraisal is an opportunity to discuss all aspects of your role in an in-depth way. It should clarify how you contribute to the objectives of your organisation. It also provides an opportunity for success to be acknowledged and to identify any area for further development.

The appraisal process

1. You and your appraiser agree a date, time and venue for the appraisal discussion
2. You complete this self-appraisal form. Headings on the form are designed to help you reflect on various areas of further development

In completing this form, and during the appraisal discussion, you will be referring to:-

- Your job description
 - National Occupational Standards related to your job
 - Your previous appraisal record (if previous appraisal given)
3. Agree with your appraiser whether she/he should see a copy of your completed appraisal form before the discussion. If this is agreed, keep a copy for yourself.
 4. The appraisal discussion takes place
 5. As a result of the discussion, you agree any action points – for example, objectives related to your work or training and development to be undertaken.
 6. Objectives agreed should be recorded on your appraisal record form, training and development activities should also be recorded on your Personal Development Plan.

The Appraisal Interview

- During the appraisal interview, you should be prepared to put forward your own ideas and perceptions
- Remember to consider the whole of the past year, not just recent weeks and months.
- Try to be open and honest about any development needs you feel you have
- You will receive a written record of your appraisal and a copy will be held on your personal file

Completing this form in advance should help you to collect your thoughts before the interview takes place. The more thought and preparation you are able to put in before the interviews, the more productive it will be.

NB If there is a valid reason why you do not wish your manager to conduct the appraisal with you, you must ask another appropriate person to conduct the discussion with you.

The first part of your appraisal is a "quick check" table to identify how you feel you are performing against requirements of your role.

Look at each statement and mark yourself either A, B, C or D against each current performance.

Quick Check

Is the job description still accurate? Has anything changed? If yes is it for the better?

What has been achieved since last appraisal? Has there been anything that has not yet been achieved?

What have been the main achievements over the last 12 months or since the last appraisal? Are there any areas where you have performed well?

Have there been any areas for concern over the last 12 months or since the last appraisal? Are there any areas where you have performed well?

Have there been areas for concern over the last 12 months? If yes were there any contributing factors i.e. personal.

What additional steps can be taken by me, the manager or the organisation to improve performance for the future? (State steps to be taken and by whom)

What are the main objectives for the next 12 months? (State agreed objectives, expected completion dates and review dates)

Are there any changes to be made to my responsibilities? If yes describe the changes

What development or training has taken place over the last 12 months or since last appraisal?

What training and development needs to take place over the next 12 months to (a) enable you to meet expectations of the job role (b) further your career development (if that is your wish)?

Additional Comments

Are there any other issues the employee or manager wishes to add to the appraisal record? Are there any other actions to be taken – if so state action, by whom and by when.

Signature of Appraisee

Date

Signature of appraiser

Date

USEFUL TIPS

Understanding – both you and the employee want to get the best out of the appraisal meeting so make sure that you understand what appraisal is about; why it's done; where it will take place; what kind of format there will be; how long it is likely to take; how important it is that the employee contributes fully and as honestly as possible; who is taking the notes; why records are made and what happens to them. A consistency can take place.

Ground Rules – the same ground rules apply for appraisal as for supervision i.e. common courtesy. To be treated with respect; not to be discriminated against; privacy and the limits of confidentiality; security of records; only to be interrupted as an emergency; signs on the door; telephones transferred; mobiles switched to silent, vibrate or off. It's worth re-stating these ground rules at appraisal, even if the employee is aware of these for supervision.

Preparation – agree date, time and venue with the employee in advance. The self-assessment form requires a lot of thought, offer assistance (not necessarily from yourself – in fact best not from yourself) should the employee require it in order to fill in the self-assessment form; allow sufficient time for appraisal (set aside approximately 90 minutes); choose a location that is comfortable, private and free from interruptions; ensure relevant documents i.e. previous appraisal record, supervision notes, personal development plan etc. are available for reference. Give some thought to what you want to say under each heading of the Appraisal Record.

Appraisal Meeting – the employee does not have to give you their self-assessment form, although they can if they wish. This is their preparation and for their reference. When starting the appraisal discussion don't rush into section 1. Take time to "warm up". Find out how the person is – they may be feeling nervous about such a "formal" discussion. Your agenda is pretty fixed i.e. the headings on the appraisal record – don't let the appraisal become stilted. It's perfectly normal to "flit" between section headings. The important thing is that both you and the member of staff get the opportunity to say all that you want to say during the discussion. Ultimately this is the member of staff's appraisal. Let him or her speak first under the section headings and then offer your comments and perception. Be mindful too of body language and facial expression. You are not the driver, with your employee as passenger! Get good at listening and silence!

Appraisal Record

Name of Appraisee

Name of Appraiser

Date of Appraisal

Performance Factors

	Employee Perception	Manager Perception	Agree Grading
Job Knowledge			
Quality of Work			
Problem Solving			
Communication			
Safety Awareness			
Relationship with Others			
Reliability			
Acceptance of Responsibility			
Timekeeping & Attendance			
Customer Service			
Appearance			
Learning & Undertaking Training			

Section 1

Performance Factors

The descriptions given in columns A-D are intended as guidelines to assist you in your discussion.

	A	B	C	D
Job Knowledge	Unacceptable, needs constant supervision and guidance	Has difficulty learning, needs regular guidance although is improving steadily	Good knowledge of job, is willing to learn more	Has excellent knowledge of wide range of tasks and procedures and seeks to learn more
Quality of Work	Poor. Work needs constant monitoring	Fair. Sometimes rushes or is haphazard in approach	Good. Normally provides an appropriate level of work	Excellent. Consistently provides a high quality of work.
Problem Solving	Will not deal with any problems.	Solves minor problems but does not respond well under pressure	Seldom has to seek help with solving problems.	Shows initiative in solving problems and reports and records effectively.
Communication	Poor communicator who does not understand individuals' communication needs.	Normally communicates well. Occasionally can be unclear or fail to maintain confidentiality.	Good communicator and maintains confidentiality.	Consistently effective communicator with a wide range of individuals.
Safety Awareness	Pays little regard to safety rules or guidelines.	Needs to be reminded of safety guidelines and implications.	Consciously working to safety rules and regulations.	Sets an example to others of working in a safe manner.
Relationships with others	Does not work well with colleagues	Co-operates with others but takes a passive role.	Gets on well with colleagues and is trusted by them	Very active & respected member of the team.
Reliability	Generally cannot be relied on	Needs to be encouraged at times but can normally be relied on	Is a reliable member of staff	Can be relied on implicitly

	A	B	C	D
Acceptance of responsibility	Avoids any form of responsibility	Accepts responsibility if there is some guidance available	Takes full responsibility for own job	Frequently seeks out extra duties outside own job.
Timekeeping and attendance	Has been warned that this area must improve	Could make a greater effort to improve their record to a satisfactory level.	Is normally only absent or late on the odd occasion.	Hardly ever absent or late.
Customer service	Poor interpersonal skills, reluctant to develop positive working relationships with service users and/ or other staff	Improving steadily. Needs some support.	Maintains reliable customer service.	Effective role model for customer service, high level interpersonal skills.
Appearance	Unacceptable e.g. personal hygiene issues, inappropriate clothing, lack of ID	Generally satisfactory, could make some improvements.	Satisfactory for the requirements of the job.	Always appropriately dressed. Carries ID. Gives good impression of the organisation.
Learning and undertaking training	Shows little interest in professional development	Attends training when required	Identifies training opportunities and shows commitment to professional development.	Has a clear idea of own personal & professional development needs & seeks out opportunities to further these.