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| <<Company Name>>Staff Performance Appraisal Form: Guidance Notes for Appraiser |

The appraisal process looks backwards to analyse the appraisee’s past job performance over the whole of the 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 time for nasty surprises. By the end of the process, the aim is for the appraiser and appraisee to reach agreement in their assessment of the appraisee’s performance.

1. **Duties & Responsibilities**
Describe the purpose of the Appraisee's job. Discuss and compare with self-appraisal entry in Section 1 of Appraisee’s Appraisal Form. Clarify job purpose and priorities where necessary.
2. **Discussion Points - including column for recording discussion assessment**
Make and record your assessment of the discussion points in Section 2. Review the completed discussion points in Section 2 of Appraisee’s Appraisal Form, and note the points of an action, including those added by the Appraisee as a result of your discussion with the Appraisee.
3. **Objectives (prior year) and performance - including column for comments**
List the objectives that the Appraisee set out to achieve in the past 12 months (or the period covered by this appraisal - typically these objectives will have been carried forward from the previous appraisal record) with the measures or standards agreed - against each comment on achievement or otherwise, with reasons where appropriate. Score the performance against each objective according to the following table:

##### Scoring Table

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

Compare with the self-appraisal in Section 3 of Appraisee’s Appraisal Form. Discuss and note points of significance, particularly training and development needs and wishes, which should be noted in the next section.

1. **Capability & Knowledge - including additional column for final score (Part I & II)**
Score the Appraisee's capability or knowledge in the following areas in terms of their current (and if applicable, next) role requirements according to the table above. If appropriate provide evidence to support your assessment. The second section can be used for other criteria or if the Appraisee is working towards new role requirements. Compare scores with the self-appraisal in Section 4 of Appraisee’s Appraisal Form. Discuss and note agreed points training/development needs and wishes (See Section 7).
2. **Objectives/Targets for next 12 months**
Discuss and agree the specific objectives that will enable the Appraisee to reach competence and to meet required performance in current job, if appropriate taking account of the coming year's plans, budgets, targets etc., and that will enable the Appraisee to move towards, or achieve readiness for, the next job level/type, or if no particular next role is identified or sought, to achieve the desired personal growth or experience. These objectives must adhere to the **SMART** rules - specific, measurable, agreed, realistic, time-bound:

**S**  Specific - is the objective clear and unambiguous? What exactly does the appraisee need to do?

**M**  Measurable - how will the appraiser and appraisee know when an objective has been accomplished?

**A** Agreed - is the objective one that has been agreed by the appraiser and appraisee?

**R** Realistic - is the objective stretching but achievable given the apraisee’s ability and the resources available?

**T** Time-bound - is there a reasonable time scale for completion of the objective?

1. **Career Options and Promotion**
Discuss and agree the Appraisee's career direction options and wishes, and readiness for promotion, and compare with and discuss the self-appraisal entry in Section 5 of Appraisee’s Appraisal Form. (Some people do not wish for promotion, but everyone is capable of, and generally benefits from, personal development - development and growth should be available to all, not just people seeking promotion). Note the agreed development aim(s).
2. **Training and Development Support**
Discuss and agree (as far as is possible, given budgetary, availability and authorisation considerations) the training and development support to be given to help the Appraisee meet the agreed objectives above.

Appraisers should note that personal development and support must be offered to all employees, not just those seeking promotion. Also, training isn't restricted to sending someone on an external course - it includes internal courses, coaching, mentoring (mentoring someone else and well as being mentored), secondment to another role (eg deputising for someone while they are away on holiday), shadowing, distance-learning, reading books, watching videos, attending meetings and workshops, workbooks, manuals and guides, researching, giving presentations; anything relevant and helpful that will help the person develop towards the standard and agreed task. Avoid committing to training expenditure before suitable approval, permission or availability has been confirmed - if necessary discuss likely training requirements with the relevant authority before the appraisal.

1. **Equality and Diversity (Equal Opportunity) Policy**
Please remember the Company’s <<Equality and Diversity/Equal Opportunity>> Policy, that there shall be no discrimination in respect of race, sex, sexual orientation, religion, disability, age, gender reassignment, marital status or ethnic origin. This applies equally to training and development as well as promotion.

**[**Appraisees should be given the opportunity to fill in the Company’s Equal Opportunities Monitoring Form**.]**

When completing ‘comments’ fields, please be aware that references to ‘maturity’ or ‘experience’ may be regarded as age discriminatory and should be avoided, even on confidential forms.

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