

Appraisal form

Use this model form to record the issues discussed at an employee's performance appraisal meeting.

Employee's name:	
Job title:	
Department:	
Date of engagement:	
Manager:	
Date of meeting:	
Current performance	
Objective/competence 1: <i>This section should be used to record discussion on the key areas of the job, and include a summary of achievement against the objectives that have been previously agreed.</i>	
Objective/competence 2:	
Objective/competence 3:	
Development summary: <i>This section should be used to record any areas of the employee's work where further training and support is required, and any areas where performance is particularly strong and should be developed further.</i>	
Development and training <i>This section should list specific requirements for any training or development. These activities are not restricted to training courses, and may include attachments, projects, coaching, planned experience or any other suitable activity that will enhance the skills, knowledge and behaviour required in the employee's work or to develop him/her further.</i>	

<p>Career planning</p> <p><i>This section should record any areas of the department or Company in which the employee has expressed a specific interest.</i></p>	
<p>Other areas of discussion</p> <p><i>This section should record any other points raised at the appraisal meeting.</i></p>	
<p>Assessment Level</p> <p>This is based on performance over the year against objectives achieved</p>	
<p>Outstanding performance <i>(Objectives exceeded and competencies more than fully demonstrated)</i></p>	
<p>Standard performance <i>(Objectives met and competencies fully demonstrated at required levels)</i></p>	
<p>Less than standard performance with development needs <i>(Most objectives met but development required to fully meet all objectives)</i></p>	
<p>Unsatisfactory performance <i>(Performance unacceptable; objectives not met and competencies not demonstrated)</i></p>	
Employee's signature:	
Appraiser's signature:	

Date:	
Reviewing manager's signature:	
Date:	
One copy of this completed form will be kept by the appraiser, one by the appraisee and one in the employee's personnel file.	

Example of an appraisal scheme for manual employees

Name

Job title

Department

Length of time in post Date of appraisal ___/___/___

1. Job description (to be agreed with the employee)

.....

2. Assessment of performance (tick as appropriate)

Supervisor's Comments	A Well ahead of standard	B More than satisfactory – slightly above job requirements	C Less than satisfactory – needs slight improvement	D Unsatisfactory – below the standard reasonably expected
Volume of work How does the amount of work done compare with the job requirements?	<input type="checkbox"/> Exceptionally high output	<input type="checkbox"/> Output is usually above average	<input type="checkbox"/> Output is occasionally unsatisfactory	<input type="checkbox"/> Insufficient – improvement needed
Job knowledge Does the employee have the knowledge to do the job properly?	<input type="checkbox"/> Exceptionally thorough knowledge of own and related work	<input type="checkbox"/> Good knowledge of own job and related work aspect	<input type="checkbox"/> Lack of job knowledge sometimes hinders progress	<input type="checkbox"/> Inadequate knowledge of own work
Safety awareness Consider in regard to safe working practices	<input type="checkbox"/> Highly motivated towards safety. Always insists on safe working practices	<input type="checkbox"/> A good attitude to safety and encourages others likewise	<input type="checkbox"/> Sometimes has to be reminded of safety precautions at work	<input type="checkbox"/> Disregards basic safety precautions

	Supervisor's Comments	A Well ahead of standard	B More than satisfactory – slightly above job requirements	C Less than satisfactory – needs slight improvement	D Unsatisfactory – below the standard reasonably expected
Dependability How well does the employee follow procedures?		<input type="checkbox"/> Always thoroughly reliable	<input type="checkbox"/> Little supervision required	<input type="checkbox"/> Requires more frequent checks than normal	<input type="checkbox"/> Requires constant supervision
Teamwork How well does the employee work with others to accomplish the goals of the job and work group?		<input type="checkbox"/> Works extremely well with others and responds enthusiastically to new challenges	<input type="checkbox"/> Co-operative and flexible	<input type="checkbox"/> Usually gets along reasonably well but occasionally unhelpful	<input type="checkbox"/> Unco-operative, resists change
Attendance & punctuality What is the employee's pattern of absence and punctuality?		<input type="checkbox"/> Exceptionally punctual. Rarely absent	<input type="checkbox"/> Attendance levels are acceptable and is rarely late	<input type="checkbox"/> Absence and/or lateness levels are higher than average	<input type="checkbox"/> Frequently late and/or absent
Work planning Consider employee's success in planning own work		<input type="checkbox"/> Displays excellent planning ability	<input type="checkbox"/> Organises work well	<input type="checkbox"/> Needs to improve some aspects of work planning	<input type="checkbox"/> Does not plan effectively
Communication How effective is the employee at verbal and written communication?		<input type="checkbox"/> Exceptionally effective in all written and verbal communication	<input type="checkbox"/> Usually a good communicator	<input type="checkbox"/> Some difficulties with written and/or verbal communication	<input type="checkbox"/> Does not communicate effectively
Overall marking		<input type="checkbox"/> Well ahead of standard performance	<input type="checkbox"/> More than satisfactory – slightly above job requirements	<input type="checkbox"/> Less than satisfactory – needs slight improvement	<input type="checkbox"/> Unsatisfactory – below the standard reasonably expected

General comments by supervisor on this assessment

.....

Signed.

General comments by supervisor manager

.....

Signed.

Comments by employee

.....

Signed.

Action plans

Action plan agreed to develop employee and/or the job

Include any training or counselling requirements

.....

Career development – possible steps in career development

.....

Agreed action plan – job and development objectives – time scale

.....

Assessment of potential

Name

Job title

Department

Length of time in post Date of appraisal ___/___/___

Section A Assessment of potential

- Not fitted at present for further promotion
- Not fitted at present but likely to become fitted within the next two years
- Fitted for promotion

Section B Employee's aspirations

Describe employee's career aspirations, noting relevant details about interests, mobility, previous experience, etc.

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Section C Job experience

Does the employee display abilities which may make him/her a suitable candidate for a job in the same grade but in a different discipline?

- Yes No If 'yes', list job(s) identified

.....

Section D Training

Would further training or other development action be appropriate?

- Yes No If 'yes', list job(s) identified

.....

Reporting Manager Signed

Section E Countersigning manager's comments

Confirm whether the employee has/has not demonstrated suitability for promotion. Explain any areas of disagreement with the reporting manager's assessment.

.....

Signed

Section F – Employee's comments on assessment of potential

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Signed

Self appraisal

Name

Department

Date of appraisal __/__/____

Your next Appraisal Meeting will take place on:

Date: __/__/____

Time: xx:xx

Place

Purpose of the Appraisal Meeting

To enable you to discuss, with your manager, your job performance and your future. The discussion should aim at a clearer understanding of:

- (a) The main scope and purpose of your job
- (b) Agreements on your objectives and tasks
- (c) Standards or targets for measuring your performance
- (d) Your training and future prospects

You can prepare for the meeting and discussion by completing this form.

You may show this form to your manager. This will give him or her time to consider your problems and suggestions. If you do so, it will not be copied or filed without your permission.

If you prefer, you can use this form for your own guidance only, and not show it to anyone.

You will be given the opportunity to read the appraisal form prepared by your manager; you will be able to add your comments, and sign the appraisal form.

Bring to the appraisal meeting:

- your current job description
- your current action plan

Self appraisal

Name

1. Circle appropriate answers, and comment below

- (a) Do you have an up-to-date job description? Yes No
- (b) Do you have an up-to-date action plan? Yes No
- (c) Do you understand all the requirements of your job?
 Yes No
- (d) Do you have regular opportunities to discuss your work, and
action plans? Yes No
- (e) Have you carried out the improvements agreed with your
manager which were made at the last appropriate meeting?
 Yes No

2. What have you accomplished, over and above the minimum requirements of your job description, in the period under review (consider the early part of the period as well as more recent events)? Have you made any innovations?

.....

3. List any difficulties you have in carrying out your work. Were there any obstacles outside your own control which prevented you from performing effectively?

.....

4. What parts of your job, do you:

(a) do best?

.....

(b) do less well?

.....

(c) have difficulty with?

.....

(d) fail to enjoy?

.....

5. Have you any skills, aptitudes, or knowledge not fully utilised in your job? If so, what are they and how could they be used?

.....

6. Can you suggest training which would help to improve your performance or development?

.....

7. Additional remarks, notes, questions, or suggestions

.....

Appraisal scheme review questionnaire

Name (Leave blank if you wish)

Department/Business Centre

1 Objectives

1.1 What do you personally feel are the objectives of the scheme?

- To agree training needs
- To decide salary/cash award
- To review job performance during previous calendar year
- To discuss future career developments
- To set performance related objectives for the following 12 months

Select any/all boxes you think apply

Add any other objectives you think are relevant:

.....

1.2 Do you feel the objectives of the appraisal scheme were met?

- Yes No Partly

1.3 If the answer is 'no' or 'partly', in what way(s) were they not met?

.....

2 Timing and frequency

2.1 Should the reviews be held:

- as now? or at some other time of the year?

If at some other time, when?

.....

2.2 Should a formal review be held?

- Every 6 months? Every 12 months? Less frequently?

3 Appraiser preparation and style

3.1 To what extent did you feel the appraiser:

- a) Understood your job, competence, achievements and aspirations?

Fully Partly Not at all

b) Gave you the opportunity to share your views, ideas, and listened to them effectively?

Fully Partly Not at all

c) Ensured that at the end of the interview both of you knew exactly what action had been agreed?

Fully Partly Not at all

3.2 Did any of the appraiser's comments come to you as a surprise?

Yes No

If 'yes', please give example(s):

.....

4 Follow-up action

4.1 Do you refer to the discussion notes/summary during the year e.g.: to remind yourself of the objectives, training plans, amend the objectives, for example?

Yes No

4.2 (Appraisers only) If 'yes', what use do you make of the documentation once the review has been completed?

.....

4.3 (Appraisees only) If 'yes', what use do you make of the documentation once the review has been completed?

.....

4.4 Do you formally discuss your performance progress etc., with your boss other than at a your Annual Performance Review?

Yes No

4.5 Do you feel confident that the decisions that have been agreed during the performance review discussion will be acted upon?

Yes No

5 Career development

5.1 Do you feel the appraisal system is an adequate vehicle for determining career progression and development needs?

Yes No

5.2 If 'no', how could it be adapted to do so?

.....

6 Form design

6.1 Is the general design and layout of the appraisal form acceptable to you?

Yes No

6.2 If 'no', please elaborate

.....

7 General comments

7.1 What other comments, if any, do you have regarding the improvement/acceptability of the process in general?

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