

Appraisal Scheme

Objectives of the appraisal process

The scheme is a two-way process where both Appraisee and Appraiser are able to talk through issues that relate to their work and plan for the coming year. Both parties will need to be clear on and agree individual and team priorities and targets accordingly.

Name of employee (Or employees if conducting a group appraisal)	
Job title	
Service	
Name of Manager	
Review date	

Should you have any queries please contact a member of HR for advice

Once the appraisal form is complete please ensure that any Learning and Development requirements are included on the Service Area training plan

Overall role requirements – complete only by exception if the job has changed since the last review. <ul style="list-style-type: none">•
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Review of previous year

Corporate Plan objective/target	Service Plan objectives/targets	Action taken by employee to meet the key task	Proposed and actual completion date	How was progress discussed e.g. 1:1, special meeting arranged and key dates	Outcome and comment
			XX/XX/XXXX-proposed XX/XX/XXXX-actual		

Plan for current year

Corporate Plan objective/target	Service Plan objectives/targets	Action by employee to meet the key task	Proposed completion date	How will progress be discussed e.g. 1:1, special meeting arranged and dates	Comments

Learning and Development Plan

Priority Essential/ Desirable	Identified Learning/ Development need	Link to Corporate Plan/Service Plan/Individual development	What is the best way to meet this need	Action required, by whom and date	Cost	Date training to be undertaken	Outcome/Not yet complete	Comments

Please note that any training requests should be added to the service area training plan and sent to HR ASAP to inform the Corporate Learning and Development Plan

Learning and Development Evaluation Form – complete for any learning and development activity undertaken since the last review

Name: _____

Service Area _____

Learning and Development Course	Date and Length of Course	Course Provider	Location / Venue	Reason for Attending / Objective	Did a discussion take place between yourself and your manager?	Have you fed back to colleagues where appropriate?	To what extent have your objectives been met? Full/Mainly/ Partially/ Not at all	Immediate benefits Individual/ Team/Council Impact of development	Concerns / Issues / Areas for Improvement	Would you recommend to a colleague? Why?

3 - 6 MONTH REVIEW
Reviewing the above, can you now identify any additional information e.g. benefits, improved job performance, areas for improvement, what you could do differently.
6 - 12 MONTH REVIEW
Reviewing the above, can you now identify any additional information e.g. benefits, improved job performance, areas for improvement, what you could do differently.

Competencies

The information below may be used to facilitate discussion against the assessment criteria

4	Excellent	The employee clearly demonstrates that they are performing at the highest level against their current roles and responsibilities
3	Good	There is clear indication that the employee performs well in this area. This may be an area for development if higher levels of achievement are required. However the employee is operating at a good level in this competency
2	Satisfactory/Average	There is clear indication that this competency would require strengthening for higher levels of achievement to be met. However the employee is operating at a level which is satisfactory. Strengthening this competency would enhance performance of the employee and team.
1	Improvement required	The employee is limited in this competency which will have a significant impact on the performance of the individual and the team. It will be crucial to develop this competency to allow the employee to perform.

Competencies

Leadership and Influence (Management)	
<p>Examples include</p> <ul style="list-style-type: none"> • provide suitable and effective leadership to the employee group and within the management teams of the Council • influence people internally and externally in appropriate ways to achieve the objectives of the Council • use behaviours which empower and develop others • motivate, encourage and engage others, especially those for whom they have line management responsibilities. 	<p>Comments</p>
Strategic Planning (Management)	
<p>Examples include</p> <ul style="list-style-type: none"> • develop and articulate the vision for their area of responsibility • make plans to involve the team in the communication of the priorities and objectives and to ensure these are actioned • anticipate future requirements and plan to meet these • make appropriate decisions about service delivery • the ability to adapt to changes and to remain open to new developments. To be proactive, consider the benefits and risks involved in change and assessing these appropriately to arrive at a decision that benefits the team, service and Council. 	<p>Comments</p>
Managerial (Management)	
<p>Examples include</p> <ul style="list-style-type: none"> • manage on an operational day to day basis the service(s) for which they are responsible, meeting legal requirements, in particular with regards to health and safety and equality legislation • manage the financial resources available, preparing and monitoring budgets and taking action to avoid under/overspends • manage the people in their team(s)/service, including performance, recruitment and selection, discipline, attendance management and learning and developing employees. • to recognise the different needs of employees and to ensure equality of opportunity • manage any physical resources for which they are responsible • manage the Health and Wellbeing of employees by encouraging open communication between manager and employee to address issues around capacity, workload and work-life balance. Managers to discuss resource issues with staff and to 	<p>Comments</p>

consider re-allocation of work, re-prioritisation and welfare support for the employee where appropriate.	
Performance (Management)	
Examples include <ul style="list-style-type: none"> • establish realistic and challenging targets for their service, their employees and themselves • achieve targets through effective planning, monitoring and review • reviewing the performance of others and supporting them in achieving their targets. • identifying learning and development needs of employees in order to achieve and improve performance. 	Comments
Communication (Management)	
Examples include <ul style="list-style-type: none"> • communicate the overall Council vision, priorities and objectives and link these to the team and the individual objectives • express ideas clearly in writing, on a one to one basis, in meetings and in presentations in a formal context • give clear explanations, and instructions when necessary, to others, such as other employees and the public • use communication methods which are appropriate for each situation, for example: writing, e-mail, telephone, face-to-face and so on • communicate with colleagues across the Council to improve performance and share good practice. 	Comments
Customer Focus (Management)	
Examples include <ul style="list-style-type: none"> • Use customer insight to inform policy and strategy and to prioritise service improvement activity. • Demonstrate commitment to developing and delivering customer focused services through recruitment, training and development policies for staff. 	Comments
Customer Focus (Non management)	
Examples include <ul style="list-style-type: none"> • Protect customers' privacy both in discussions and in the transfer and storage of their information. • Actively promote and participate in delivering customer focused services. • Treat all customers and clients fairly and with courtesy • Understand the needs of customers and clients • Ensure their needs are met where possible • Communicate appropriately and clearly with customers and clients 	Comments

Communication (Non management)	
Examples include <ul style="list-style-type: none"> • be clear and gain understanding from the people you deal with, for example, other employees, your manager, supervisors and customers • communicate with immediate colleagues within the work group, sharing information to improve effectiveness and performance • use communication methods which are appropriate for each situation, for example: writing, telephone, face-to-face and so on • explain about problems faced with. 	Comments
Performance (Non management)	
Examples include <ul style="list-style-type: none"> • carry out work to an appropriate level of competence and quality • achieve appropriate levels of output • work at a pace to ensure output is satisfactory • ensure errors are minimised. 	Comments
Team working (Non management)	
Examples include <ul style="list-style-type: none"> • co-operate with team members to achieve tasks and targets • to support team members willingly when required • to undertake a range of tasks within the team context • contribute to improving team performance. 	Comments
Personal Effectiveness (Non management)	
Examples include <ul style="list-style-type: none"> • take responsibility and initiative where appropriate, in dealing with situations • be punctual • have a good attendance record • have appropriate standards of personal presentation and behaviour • be aware of conduct in dealing with others in terms of equality and diversity to promote a positive, non-discriminatory environment • be safety aware • deal with change in the working situation • be able to learn and continuously improve in the job role • work co-operatively and constructively with employees, managers and others • make a personal contribution and commitment to the priorities and objectives of NEDDC. 	Comments
Knowledge and Skills (Non management)	
Examples include <ul style="list-style-type: none"> • have the necessary technical knowledge to do the job • have the necessary qualifications to do the job • update qualifications as necessary • have the necessary skills to do the job 	Comments

<ul style="list-style-type: none"> • develop personal skills within the job • identify where additional training and learning is needed to deal with changes at work • undertake learning and other development activities to improve skills and knowledge (can include within learning and development personal achievement and learning which is not initiated by the Council). 	
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Safeguarding training appropriate	Y	N
Safeguarding training undertaken	Date.....	

Data Protection training appropriate	Y	N
Data Protection training undertaken	Date.....	

Any other comments....

Signed by manager.....

Date

Signed by employee(s).....

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Date

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