

## Staff Appraisal Techniques

### Why undertake staff appraisal?

By reviewing performance and job progress, staffs are able to prioritise, improve work planning and establish personal development and career plans. This should lead to improved working arrangements, increased job satisfaction, and appropriate staff training. Appraisal is therefore a continuous process, which also links to line management/supervision.

### Objectives of Appraisal

- a) to review performance and progress within a twelve month period on annual basis.
- b) to discuss improvements required, and how to achieve them
- c) to discuss specific working arrangements and make any necessary changes to enable staff to do their jobs more effectively
- d) to assess training and development needs to enable a positive contribution to future performance.
- e) to recognise team and personal achievements
- f) to increase staff motivation and improve communication among staff
- g) to identify ways in which the pre-school needs to change to allow staff to be more effective.
- h) to agree performance objectives (tasks/actions) for the next twelve months

### The Process

- a) Set a date, time and venue to include a time limit.
- b) The job description should be included and considered, also line management notes need to be considered. *(Changes or amendments to job description after appraisal to be discussed by management committee following process to change)*
- c) For the meeting, ensure comfortable surroundings, free from interruptions and distractions.

### Staff Appraisal

The Appraiser (line manager) should consider the following: *(If committee member completing all staff members, need to liaise with supervisor or manager)*

- a) What are the employee's main tasks and responsibilities?
- b) What evidence do I have to support my view of the employee's performance?
- c) What obstacles or problems may have hindered the employee and how might I be able to help in the future?
- d) Have I organised the work of staff in a logical and effective manner?
- e) What are the main objectives I wish to set for the future?
- f) Can I prioritise the objectives to assist in focussing efforts?
- g) What action and support is required to enable these objectives to be achieved within the agreed time scale?

## Self Appraisal (employee)

To ensure that these discussions are two-way, it is suggested that employees carry out their own review of their performance in the previous twelve months using the following areas as a guide:

- a) Do you feel your job description is relevant?
- b) Which aspects of your work do you feel especially pleased with?
- c) Which aspects of your job have not gone as well as you would have hoped?
- d) Are there any constraints or difficulties you are working under?
- e) In what ways would you hope to develop your experience and strengthen your expertise both in the coming year and in the long term?

The Appraisal process consists of three main stages. Each of these stages relates to different parts of the appraisal documentation:

Stage 1	Preparation for the Appraisal	Employee and line manager to complete individual preparation form. (Links to employees job description)
Stage 2	Appraisal	Employee and line manager brings individual preparation form, and completes the Appraisal form (combining notes from each individual preparation forms) Tasks/Actions are set Learning and development plan discussed – Link to priority: <b>Note</b> Priority criteria for professional development <ul style="list-style-type: none"><li>• Priority 1 – Statutory requirement or essential for effective performance in post</li><li>• Priority 2 – Desirable for enhanced performance in current post.</li><li>• Priority 3 – Requested for future professional development</li></ul>
Stage 3	Completed Appraisal form	Final copy is given to employee Original is filed in staff personal folder. Learning and development plan agreed by management committee and signed off. Original filed in staff personal folder and a copy given to employee Tasks/Actions and learning and development discussed at each line management/supervision

## Staff Appraisal

### Appraisal Preparation Form (Stage 1)

(Staff member and line manager)

Name – \_\_\_\_\_ Date of appraisal – \_\_\_\_\_

Job title - \_\_\_\_\_

1. Identify the areas of your/their work that you are pleased with and state why?

2. Identify the areas of your/their work you would like to improve and state why?

3. Identify any reasons which have prevented you/employee from performing to your/their full potential:

4. Please give brief details of any personal development activities you/employee have undertaken in the last year, and what impact this has had on your/their ability to carry out your/their job. *(italic information below are for guidance and can be deleted from employee and line manager sheet)*

- *levels of skills, knowledge or understanding;*
- *workload;*
- *work life balance;*
- *changes within the workplace;*
- *absence level*
- *resources/equipment*
- *work environment – health and safety etc*

5. How would you like to develop your/their skills in the coming year?

6. Do you have any comments on your current job description

7. Working relationships

**Jobholder**

What works well and what would you like to change in the working relationship between:

- *You and line manager (supervisor/committee)*
- *You and your colleagues*
- *You and service users (parents)*
- *You and other agencies (Ofsted, EYA's etc)*

**Line manager**

How successful working relationships been developed and maintained during the last year?

Consider the relationship between the job holder and:

- *You as the line manager (supervisor/committee)*
- *The team*
- *Service users (parents)*
- *Other Agencies (Ofsted, EYA's etc)*

Both – Do you have concerns about equalities and diversity within any of these relationships?

8. Review of objectives. Please list below your/their objectives. Make reference to objectives set at your/their last appraisal, or to the attached job description if none set.

9. What do you think your/their objectives should be for next year

10. Are there any topics you would particularly like to discuss during your/the appraisal meeting.

### Appraisal form (Stage 2)

Jobholder -	Job title –
Line manager -	Job title/committee role –
Date of review:	
Date of last review:	
Report <i>(Appraisal meeting summary – to be completed as a record of the discussion by the appraiser)</i>	
Agreed Objectives <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	
Appraisee's comments	
Appraiser's comments	

  

Signature of appraisee	Date -
Signature of appraiser	Date -

## Individual Training Plan

*Links to Line management and appraisals*

Staff member -					
Identified training need	Proposed training solution	Proposed delivery method	Delivery timescales (i.e. must be qualified by ..... to meet .....)	Start date	Completion date