



## Staff Appraisal

The following related tools and resources can be found in the 'Tools and Resources' section in the members only area of the website.

### **Performance Appraisal Form and Development Plan**

#### **What is Appraisal**

The overall objective of appraisal is to help improve individual job performance, realise potential and increase the effectiveness and efficiency of the setting. It is good practice for all staff to be regularly appraised.

#### **Why do we need it?**

- To encourage good communication between employer and employee
- To review an employee's performance since the last appraisal and ensure prior goals have been achieved.
- To agree future goals
- To identify potential career developments and training needs

#### **How do we do it?**

##### **Ongoing appraisal**

Appraisal is not something which just happens on one occasion in the year. If there has been a good working relationship between the appraisee (employee) and their manager (the appraiser) nothing discussed should cause any surprise to any party.

The appraiser should keep the appraisee informed at any time if their work is failing to meet expected standards. Similarly, if they are exceeding expectations, an appraisee should expect to be given praise and encouragement.

Evidence gathered throughout the year both positive and negative should be kept to enhance the annual appraisal meeting, making the discussion more focused, specific and objective.

##### **The Discussion**

The appraisal interview takes place annually. It will take the form of an informal discussion and interview between the employee and their manager. The focus should be on the individual and not on other problems in the setting.

A convenient date and time should be set ensuring confidentiality and comfort. Appraisee's should have a copy of their own job description and previous appraisal form to enable them to prepare for the meeting.

Appropriate forms should be used to give structure to the process and record any decisions made.

The Purposes of the meeting are:

- To discuss the appraisee's work over the preceding year.
- To ensure that the appraisee knows what standards are expected in their job and how they are matching up to these expectations.
- To discuss the appraisee's views and concerns over job performance, any issues which may be affecting performance, and how these might be overcome.
- To agree objectives and targets for the forthcoming year, this will assist in the appraisee's performance development and career progression.

### **Setting objectives**

Any objectives set for the individual should ideally be linked to the overall development plan for the setting. For example if a setting is developing its outdoor play area it would be advisable to identify relevant training needs to assist with this project.

To be most effective objectives should be 'S.M.A.R.T.eR' :

|                       |   |
|-----------------------|---|
| <b>Specific</b>       | detailed, focused and not too vague – who, what, where, why when and how.   |
| <b>Measurable</b>     | A clear statement of what will be measured and how it will be measured. For Example, identified qualification achieved.   |
| <b>Achievable</b>     | neither too difficult nor too easy – it needs to be within reach and not too far in the future, otherwise motivation would be lost.                                   |
| <b>Realistic</b>      | within the appraisee's own scope of work and range of control, and with sufficient resources (skills, money, time, equipment, business priorities) to make it happen. |
| <b>Time bound</b>     | with realistic milestones and deadlines for completion.   |
| <b>And</b>            |   |
| <b>Ensure Results</b> | an explanation of the expected results and the evidence you would expect to see should be laid down at the start.   |

### **Recording the appraisal interview**

The Performance Appraisal Form should be completed in advance of the interview by both the appraisee and appraiser, and brought to the meeting.

The form is a record of the items for discussion and lays out a general agenda but should not dictate the scope and depth of the discussion or get in the way of meaningful communication.

Once the meeting has been concluded, the remaining sections can be written-up and the form can be signed by both the appraiser and appraisee as a fair

record of the interview. Each will retain a copy of the form for future use and reference.

### **After the meeting**

The appraisal form and in particular the work objectives and targets, should be a live, working document supporting the appraisee's ongoing work. If another person in addition to the appraisee, has responsibility for helping to meet targets (e.g. another member of staff), they should be informed at the earliest opportunity.