

# Appraisal Form

Use this form to record the key points of the annual appraisal meeting and the six month appraisal review meeting.

This blank form is designed to be completed electronically.

<b>Name of Employee</b>	
<b>Name of Appraiser</b>	
<b>Date of Appraisal</b>	
<b>Date of Six Month Review</b>	

## Guidance Notes

The purpose of the annual appraisal meeting is to:

- A.** Review achievements in the past 12 months against the objectives set at the last appraisal meeting, the six-month review and/or other objective-setting meeting;
- B.** Review individual competencies against the WBC standards framework for employees and, where appropriate, the WBC standards for leaders and managers;
- C.** Allocate an overall performance grade (1-5) based on achievements and competencies;
- D.** Determine SMART objectives for achievement over the next year. For managers these will include targets related to Corporate Health Indicators and Key Performance Indicators;
- E.** Review learning and development over the past 12 months, and identify current and future learning needs and how these will met over the next period (the Personal Development Plan);
- F.** Discuss other factors relevant to work performance and planning (career aspirations, retirement plans etc).

The purpose of the six month review meeting is to review progress on the work objectives and the Personal Development Plan, note achievements and set new or revised objectives as necessary.

### It is the appraiser's responsibility to:

- **Complete the appraisal form promptly following the annual appraisal meeting and six-month review meeting;**
- **Provide a copy, no later than 10 working days after the appraisal meeting, to the employee for their comments and signature;**
- **Provide a final signed copy of the form to their own line manager after the annual appraisal meeting.**



**Part A – Review of objectives and achievements**

Objective (set at last appraisal or six month review)	Evidence of achievement		Importance High/Medium
	Appraiser's comments	Appraisee's comments	

Other significant achievements during the past 12 months	Evidence of achievement		Importance High/Medium
	Appraiser's comments	Appraisee's comments	

Taking account of how far the objectives have been achieved, and other significant achievements, focussing on those with 'high' importance, determine an overall grade for achievement for the period, where 1 is unsatisfactory and 5 is excellent.

Overall achievement grade	Comments from Appraiser on achievements	Comments from Appraisee on achievements

**Part B – review of competencies against WBC standards framework**

WBC Standard (see appendix for full details)	Evidence of competencies	
	Appraiser's comments	Appraisee's comments
Working with people		
Working with money and assets		
Making decisions		
Learning and development		
Using information and technology		
Representing the Council		
Approach to work		
Managing performance (managers only)		

Taking account of the competencies demonstrated by the appraisee in his/her work, determine an overall grade for competencies for the period, where 1 is unsatisfactory and 5 is excellent.

Overall competency grade	Comments from Appraiser on competencies	Comments from Appraisee on competencies

## Part C – Allocation of overall performance grade

Taking account of the achievements in Part A (i.e. ‘what’ has been achieved) and the behaviours and competencies demonstrated in Part B (i.e. ‘how’ it has been achieved), allocate an overall performance grade for the period;

- 5 – Excellent performance;** The employee has achieved or excelled on all\* his/her SMART objectives, achieved more outside those objectives, has improved his/her knowledge and skills, and has demonstrated competencies in line with the WBC framework.
- 4 – Good performance;** The employee has achieved all\* of his/her objectives, has improved his/her knowledge and/or skills, and has demonstrated competencies in line with the WBC framework.
- 3 – Satisfactory performance;** The employee has achieved most of his/her objectives (including the most important), and has demonstrated competencies in line with the WBC framework.
- 2 – Underperformance;** The employee has achieved some of his/her objectives but not the most important ones. *No incremental increase will be paid. The Challenge and Support Procedure will be implemented.*
- 1 – Unsatisfactory performance;** The employee has failed to meet most or all of his/her objectives and/or has failed to meet the minimum performance standards expected in the job role. *No incremental increase will be paid. The Capability Procedure will be implemented.*

Overall Performance Grade	Comments from Appraiser on performance grade	Comments from Appraisee on performance grade

**Part D – Objectives for next 12 months**

*Objectives should be Specific, Measureable, Achievable, Relevant and Time-bound (SMART)*

- *For managers, these should include objectives related to the achievement of relevant Key Performance Indicators (KPIs) and Corporate Health Indicators (CHIs)*
- *For all employees, consider the principles and priorities set out in the Council Strategy*
- *Each objective should be rated High or Medium (identify no more than 3 or 4 with High importance)*
- *New objectives may be added at the six month review meeting*

SMART objectives set at <u>Annual Appraisal</u>			Importance High (H) or Medium (M)	Six month review comments
Objective	Key activities and dates	Expected outcome(s)		

SMART objectives set at <u>Six Month Review</u>			Importance High (H) or Medium (M)
Objective	Key activities and dates	Expected outcome(s)	

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**Part E – Review of learning and development**

Development objective set at last appraisal/six month review, or at other time during the year	Activity undertaken and associated costs	Evidence of impact on individual and team/service/directorate/organisation	
		Appraiser's comments	Appraisee's comments

**Personal Development Plan for next 12 months (also use this section for objectives set at six month review)**

Development objective	Actions which will achieve the objective	Date(s)	Costs	Six month review comments



**Part F – Career planning and other issues**

<b>Record discussion points on career aspirations, retirement plans and/or other issues in the box below.</b>

**Comments and signature**

	<b>Comments on this appraisal review</b>	<b>Signed</b>	<b>Date</b>
<b>Appraisee</b>			
<b>Appraiser</b>			
<b>Appraiser's Manager</b>			

**A copy of the completed appraisal should be retained confidentially by the appraisee and appraiser**

## Appendix – WBC framework standards for competencies

The following competencies are expected of all employees of West Berkshire Council.  
Managers and leaders are also expected to display the competencies listed under 'leaders of people'.

	All employees	Leaders of people
When working with people	<ul style="list-style-type: none"> <li>Display respect for customers/clients/colleagues</li> <li>Work as part of a team to achieve goals</li> <li>Listen to other points of view</li> <li>Deliver a high standard of customer service</li> <li>Communicate effectively</li> </ul>	<ul style="list-style-type: none"> <li>Understand stakeholders' motivation and objectives</li> <li>Be a skilled influencer (communicate the vision and objectives, inspire and motivate, develop buy-in and trust)</li> <li>Expect, encourage and support high standards of performance from team members</li> <li>Use a range of leadership styles appropriate to individual team members and the situation</li> <li>Develop team working and a sense of common purpose; manage conflict</li> </ul>
When working with money and other assets	<ul style="list-style-type: none"> <li>Ensure value for money</li> <li>Adhere to Council financial procedures</li> <li>Use Council equipment with care</li> <li>Manage budgets responsibly</li> <li>Minimise waste</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate priorities and keep them under review, adapting as required to ensure best use of resources</li> <li>Encourage creativity, continual improvement and efficiencies</li> </ul>
When making decisions	<ul style="list-style-type: none"> <li>Make prompt and fair decisions within his/her remit</li> <li>Assess risks appropriately</li> <li>Seek advice as needed</li> <li>Maintain records of decisions</li> </ul>	<ul style="list-style-type: none"> <li>Develop and empower team members to be able to make sound decisions (coaching)</li> <li>Be a decisive thinker (analyse data, information and problems, identify and evaluate options, make sound recommendations and decisions)</li> <li>Assess future requirements and priorities to inform decision making and service planning (change management, horizon scanning, SWOT, adaptable)</li> <li>Take and implement difficult and/or unpopular decisions where required</li> </ul>

Corporate Appraisal Form

	All employees	Leaders of people
In relation to learning and development	<p>Learn continually through experience</p> <p>Seek opportunities to improve skills and understanding</p> <p>Coach and guide colleagues</p>	<p>Clearly communicate and promote decisions</p> <p>Actively develop the team to meet current and future challenges</p> <p>Encourage team members to reflect on experience and learning; actively encourage transfer of learning</p> <p>Seek feedback on own performance to improve self awareness and own development needs</p>
When using information and technology	<p>Use Council systems effectively</p> <p>Safeguard sensitive and personal information</p>	<p>Seek improvement/efficiency through use of technology</p>
When representing the Council	<p>Maintain effective relationships with partners</p> <p>Display high standards of personal conduct</p>	<p>Develop an effective network both within and outside the Council</p> <p>Develop and maintain effective collaborative working both within the Council, and between organisations working in partnership</p>
In their approach to work	<p>Focus on priorities</p> <p>Work to the best of his/her ability</p> <p>Strive to deliver high standards</p> <p>Use initiative and seek creative solutions</p> <p>Display integrity and openness</p> <p>Ensure own personal safety and that of others in the workplace</p>	<p>Be a role model (demonstrating drive, purpose, integrity, fairness, enthusiasm, openness, resilience)</p> <p>Adapt to change, taking prompt and appropriate remedial action where required</p>
When managing performance		<p>Set/agree clear objectives, and quality and performance measures (for tasks and staff)</p> <p>Monitor and evaluate budgets, staff performance, and objectives</p> <p>Recognise good performance, and challenge underperformance and conduct</p>