



Appraisal Documentation

This form is to be used during the Appraisal Process and can be completed by the manager or the individual, whatever is agreed. Copies should be retained by both parties and Human Resources.

NAME:	
JOB TITLE:	
DEPARTMENT:	
DATE OF APPRAISAL	
DATE OF INTERIM APPRAISAL:	
APPRAISER:	

Objectives and Performance Indicators

To be completed at the Appraisal meeting following discussion with the employee. This section should set out specific objectives for the individual for the coming year in relation to the Service/Team Business Plan and/or operational plan. There should be between 4-8 Objectives with the ideal being 6 which should have SMART principles. Examples of how to formulate SMART objectives are detailed in the guidance notes. The performance indicators will set out how the objective will be measured.

At the mid year review and end of year, an assessment of each objective should be made.

Objectives and Performance Indicators -		
Objective - description	Performance Indicator(s)/ Milestones - <i>What needs to be achieved</i>	Date due for Completion
Mid Year Review - Comments on performance		
End of year review - Comments on performance		
		Provisional Rating

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* Add additional objective boxes as appropriate.

Outline how the employee's role contributes to the achievement of the Service/Team Business Plan or Operational Plan as appropriate?

Core Behaviours (CB)

The level required for the job is shown below but only six will be identified as essential to underpinning successful performance in the role. This will increase to eight for staff with supervisory or management responsibility. For those graded J and SMG all 13 will apply. Refer to the Performance Development Framework document.

Level for the post:	
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Add the Behaviours identified for the job	Mid Year/ End of Year	Comments on Performance and Rating	
CB1	Mid Year Review		
	End of Year Review		Provisional Rating:
CB2	Mid Year Review		
	End of Year Review		Provisional Rating:
CB3	Mid Year Review		
	End of Year Review		Provisional Rating:
CB4	Mid Year Review		
	End of Year Review		Provisional Rating:
CB5	Mid Year Review		

	End of Year Review		Provisional Rating:
CB6	Mid Year Review		
	End of Year Review		Provisional Rating:
Add any comments on additional Core Behaviours exhibited			

Add the Behaviours identified for the job	Mid Year/ End of Year	Comments on Performance and Rating	
Management 1	Mid Year Review		
	End of Year Review		Provisional Rating:
Management 2	Mid Year Review		
	End of Year Review		Provisional Rating:
Management 3	Mid Year Review		
	End of Year Review		Provisional Rating:

Learning & Development Plan

This should be drawn up following discussion with the individual at the Appraisal meeting. Consideration should be given to previous performance and achievements as well as support for achieving current objectives.

What is required and why?	How is it to be implemented?	Benefits/ Impact expected	Target date	Resources Required, time, cost, support from others etc.
Mid Year review (impact/ benefits)				
End of Year review (impact/ benefits)				

What is required and why?	How is it to be implemented?	Benefits/ Impact expected	Target date	Resources Required, time, cost, support from others etc.
Mid Year review (impact/ benefits)				
End of Year review (impact/ benefits)				

What is required and why?	How is it to be implemented?	Benefits/ Impact expected	Target date	Resources Required, time, cost, support from others etc.
Mid Year review (impact/ benefits)				
End of Year review (impact/ benefits)				

* Add extra boxes as appropriate

Detail any activities, achievements or training undertaken that may not be directly related to the job e.g. First Aider training, a Mediator training, volunteering undertaken etc.?

Comments and Sign Off on the Mid Year Review

Complete this following the discussion.

Mid year review		
Comments on performance of the individual by exception		Signed
Employee		
Manager		
Second - Line Manager		

* Add extra management levels if required

Comments and Sign Off on the End of Year Review

End of year review		
Comments on performance of the individual by exception		Signed
Employee		
Manager		
Second -Line Manager		

* Add extra management levels if required