Management Support Unit (MSU)

Sample Performance Appraisal

ORGANISATION Staff Development and Performance Management Procedure

ORGANISATION Policy

ORGANISATION is committed to Staff Development and Performance Management that contributes to development of the individual and hence of the organisation. The performance management process should give staff the opportunity to assess their work performance, receive feedback, identify their development and training needs and establish achievable work goals.

The procedure has been developed to ensure fair and equitable management of staff. Therefore all staff in ORGANISATION are entitled to an annual formal structured staff review process. The performance management process is based on a developmental model.

The broader ORGANISATION strategic planning and review process will take account of information about workloads, priorities, job design and training, support and resource needs that is gathered through the staff review process.

This policy is underpinned by the ORGANISATION policy relating to Access and Equity.

Principles

The ORGANISATION staff development and performance management procedure is based on the following principles:

- Staff development reviews should not be used as a substitute or de facto grievance procedure or as a mechanism for discipline. Separate policies and procedures exist for these matters.

- Proper staff development and performance reviews are part of the responsibilities of the organisation to its staff.

- Reviews must involve active participation of the staff member (including self evaluation and dialogue) in conjunction with their supervisor, and in the case of the Director a Board representative.

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- Everyone involved in the review process should have realistic expectations of the process.

- Staff development reviews are part of a continuous planning and review process, and do not replace regular reporting on work or supervision.

- As part of the organisation's planning and review process, the staff development reviews link staff workplans to the ORGANISATION Strategic Plan.

- The reviews provide staff with a means of expressing views about the organisation, as well as providing feedback on their own performance.

- Preparatory steps are to include access and equity issues.

- Reviews are confidential and records will be kept on the staff member's personnel file.

Purpose of the Procedure

- To develop agreed realistic expectations in relation to the staff member's position description and work plan, against which assessment of performance can be made.

- To seek a common ground for ways to improve employee performance where needed.

- To discuss and document how the employee is performing from their point of view and from their supervisor's point of view.

- To identify strengths in skills and knowledge and consider if these can be better utilised.

- To provide a formal means by which achievements can be recognised.

- To identify any weaknesses or problems in performance from the point of view of the employee and their supervisor.

- To identify training needs and discuss other forms of support or on-the-job development which is required.

- To reach agreement on any specific goals to be pursued in the period following the assessment.

Performance Management Cycle

<u>Key elements of the process:</u>

- The first review will occur six months after appointment then annually thereafter.

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- Supervisors are to diarise Performance Management on an annual basis.

- Reviews are conducted at 12 month intervals (or such lesser period as agreed) and are usually undertaken by the person's supervisor (referred to here as the reviewer).

- A review meeting date is set at a mutually convenient time, held at an appropriate place and time, and set reasonably in advance.

- The staff member completes a Self Appraisal form. A staff member may choose to include a peer review component in their assessment and, in this instance, the reviewer arranges for other assessment input to be gathered.

- The completed Self Appraisal form (and, if applicable, the forms completed by peers) are made available for the reviewer (and, if applicable, the employee) at least 2 days prior to the review meeting.

- The reviewer prepares their own assessment comments for the review meeting.

- The staff member and the reviewer meet to discuss development and performance. The discussion includes opportunities for both parties to clarify and explain their comments. The goal of such discussion is to reach agreement on performance strengths and areas for improvement, and on action for training or development needs and improvement of job satisfaction and performance as appropriate.

- A record is written at the meeting or immediately thereafter on the *Record of staff performance review* form by the staff member and the reviewer to reflect the agreed outcomes.

- The record is available for implementation of the agreed plans and for consideration of progress at the next review.

- The record is kept on a confidential personnel file with access limited to the staff member and reviewer, unless both agree to another person having access.

- A feedback session on progress against the agreed work objectives and strategies for development should be held at least once before the next review, this meeting is to be diarised by both supervisor and staff member.

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Record of Staff Performance Review

Name:

Position:

Supervisor/Reviewer:

Date of Discussion:

- This form shall be held in the staff member's file and access shall be limited to the employee and their supervisor unless otherwise approved by the staff member and the supervisor.
- Issues and action should be summarised as agreed during the review session.

1. Review of current Statement of Duties or main areas of work over last 12 months *(with reference to question one on the self appraisal form)*

   - *Comments*

   (See statement of duties)

2. Review of outcomes and follow up from last review (if applicable)

   - *Comments*

3. Review of performance – in each broad area of the job description and (where relevant) work plan.

4. Areas of skills/strengths

5. Areas for skills development or performance improvement

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6. Training and development priorities:

- *Needs:*

- *Strategies:*

7. Longer term objectives for skills development/performance improvement.

8. Group dynamics and interpersonal relationships in the office

9. Supervision issues, office procedures and processes

10. Physical work environment

11. Access and Equity Issues

12. Job satisfaction

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13. Specific goals and action

14. Any areas of disagreement that should be recorded

Signature of staff member: _____ Date: _____

Signature of reviewer: _____ Date: _____

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Self Appraisal Form

Name :_____

Position:_____

Date Commenced Employment:_____

Date of Appraisal:_____

1. Briefly describe your work at ORGANISATION over the past 12 months

2. What aspects of the job do you like best or have provided you with the greatest satisfaction over the appraisal period?

3. What aspects of your job gave you difficulty over the appraisal period?

4. a) how did you address these difficulties?
   b) how did the organisation support you in addressing these issues?

5. Does your job description adequately reflect the duties that are or should be undertaken in your job?

6. Are there any issues in your current work plan which you think need addressing in this appraisal?

7. What do you consider to be the important skills and knowledge that your position requires?

a) Knowledge

b) Skills

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8. Please comment briefly on the following aspects of your job situation:

Quantity of work

Quality of work

Supervision of you

Supervision by you (if relevant)

Level of responsibility

Assistance to you/ feedback to you

Group dynamics/interpersonal relationships in the organisation

9. What professional development activities have you engaged in over the last 12 months?

10. What professional development activities do you feel would be beneficial to you and your position over the next 12 months?

10. Are there particular aspects of your situation/performance which you think ought to be addressed in this appraisal?

11. In general terms what would you like to accomplish in the short to medium term with ORGANISATION (next 6-12 months)

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12. Do you have any other specific suggestions as to how your workplace effectiveness could be improved?

13. Keeping in mind the needs of the organisation as a whole, do you have any suggestions for changes to the management/work environment/procedure, so that they better meet your needs?

14. Other comments

Additional comments from staff

Peer review:

1. Clarification of the employees access to peer reviews – if it says if applicable", in what instances would this be applicable
2. Would the peer review use the same questions as the self review?
3. Would it be better for the Reviewer to provide a summary of the peer review to the employee, so that people's confidentiality can be maintained (if that is what the peer wants)?

Who conducts the appraisal?
A staff member's direct supervisor may not necessarily be the most appropriate person to conduct the appraisal. Option may be to give staff an option to choose another appraiser where there is a potential conflict of interest with the direct supervisor, or that staff are always appraised by someone other than their supervisor.

Responsibility to follow up
Need for clear responsibilities to "follow up" during the appraisal process, so that actions can be put into relevant work plans of either party (i.e. the reviewer or reviewee)

Support to make job easier
Add a question on the staff appraisal form that gauges the sort of changes in the work environment would assist staff to do their jobs better.

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