**Performance Appraisal Documentation**

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| **Version:** | **Review date:** | **Edited by:** | **Approved by:** | **Comments:** |
| v1 | 11/03/2021 | Sultan Mohamed | Munira Mohamed |  |
| v2 | 22/11/2022 | Sultan Mohamed | Munira Mohamed |  |
| v3 | 12/08/2024 | Sultan Mohamed | Munira Mohamed | reissued |
|  | September 2026 |  |  | Next review |
|  |  |  |  |  |

**Sample Form -**

**Performance Appraisal Meeting Record**

**Instructions for completion**

**Manager/appraiser**

Prior to the appraisal, the manager is to complete the following sections:

* Sections one to four inclusive, prior to issuing the documentation (electronically) to the employee

The employee is then to be given the documentation at least two weeks prior to the intended appraisal meeting.

**Employee/appraisee**

The employee is to complete the following sections prior to the appraisal:

* Sections five to seven inclusive

The employee is then to return the documentation (via email) at least two days prior to the intended appraisal meeting.

**Sections eight to thirteen**

These sections are to be completed during the appraisal meeting or on completion of the meeting. Once complete, both employee and manager sign the record to say they agree with the contents and that it is an accurate record of what was discussed. By signing, both parties agree to the objectives that have been set and to progress action points raised.

A copy should be given to the employee along with a copy of the action plan which serves as a convenient aide memoir to help the employee and their manager to keep on track and review regularly.

Other resources available related to the performance appraisal process are:

* Performance appraisal invitation to meeting sample letter
* Performance appraisal policy and procedure
* Performance appraisal preparation form
* Performance appraisal 360-degree feedback form
* Performance appraisal meeting record

Performance appraisal nurse revalidation policy

**Section one – Appraisee details**

|  |  |
| --- | --- |
| **Appraisee name** | **Appraisee role** |
|  |  |
| **Appraisee staff number** | **Time at organisation** |
|  |  |

**Section two – Appraiser details**

|  |  |
| --- | --- |
| **Appraiser name** | **Appraiser role** |
|  |  |

**Section three – Appraisal dates**

|  |  |
| --- | --- |
| **Date of appraisal** | **Date of previous appraisal** |
|  |  |

**Section four – Contractual information**

|  |  |
| --- | --- |
| **Are terms of reference and person specification available for this role?** | **Is the contract of employment current?** |
|  |  |

**Section five – Personal reflection**

|  |  |
| --- | --- |
| **What have you achieved this year that you are most proud of?** | **Was there anything that could have gone better? How could you achieve this?** |
|  |  |

**Section six – Objectives**

|  |  |  |
| --- | --- | --- |
| **Objectives set over previous year** | | |
| **Objective** | **Achieved ✓ or 🗶** | **If not achieved, state why** |
|  |  |  |
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**Section seven – Personal Development Plan (PDP)**

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| --- |
| **What are your personal and professional development requirements, which would support you in achieving your agreed objectives?** |
|  |
| **What support is required to help you achieve the objectives and to realise your potential?** |
|  |
| **From the above, please list any specific training that is required to achieve the objectives.** |
|  |

**Section eight – Discussion of reflection with appraiser (link this section to section five)**

|  |
| --- |
| **Summary of discussion regarding reflection, areas for improvement and support available.** |
|  |

**Section nine – Discuss and agree objectives for the forthcoming year (link this section to section six)**

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| --- | --- | --- |
| **Objectives for next year** | | |
| **Objective** | **Timescale** | **Support required** |
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Objectives should be **SMART (specific, measurable, achievable, realistic, time-related).**

**Section ten – Personal Development Plan – Agreeing training requirements (link this section to section seven)**

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| --- |
| **Agreed areas for support:** |
|  |
| **The following training has been approved / agreed:** |
|  |

**Section eleven – Mandatory training**

|  |
| --- |
| **Have all mandatory training requirements been met? List any outstanding requirements here.** |
|  |

**Section twelve – Performance summary**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Appraiser is to provide a summary of the appraisee’s performance and development over the past 12 months.** | | | | |
|  | | | | |
| **Overall summary: ✓ most appropriate option** | | | | |
| **Outstanding** | **Exceeds expectations** | **Effective** | **Improvement required** | **Unsatisfactory** |
| Achieves outstanding results which have a positive impact on the organisation | Consistently performs to a standard above what is expected | Performance is commensurate with current role / band | Demonstrates inconsistent performance | Performance is ineffective |

**Section thirteen – Signatures**

|  |  |
| --- | --- |
| **Appraiser** | **Date** |
|  |  |
| **Appraisee** | **Date** |
|  |  |

**Sample Form -**

**Performance Appraisal Preparation Form**

1. **Important information**

This form is to be used by employees to help them prepare for their appraisal meeting by prompting them to give some thought to the areas that the appraisal meeting will address.

Employees should consider sharing their completed form, or particular aspects of it, with their manager prior to the meeting if there are areas they would specifically like to discuss, which may require their manager to consider or research beforehand.

Other resources available related to the performance appraisal process are:

* Performance appraisal policy and procedure
* Performance appraisal invitation to appraisal meeting letter
* Performance appraisal guidance for managers
* Performance appraisal 360-degree feedback form
* Performance appraisal meeting record
* Performance appraisal nurse revalidation

|  |  |  |  |
| --- | --- | --- | --- |
| **Employee's name:** | |  | |
| **Date of next appraisal meeting:** | |  | |
| **Performance during the past year / assessment against agreed objectives** | | | |
| Think about what has gone well and what has gone less well?  What have been your key achievements?  What are the most important aspects of your job?  What parts of your job take most of your time?  Assess your achievement against last year’s objectives and make notes of how well you have performed.  Have there been any difficulties in achieving your objectives? If so, why do you think this is?  In what areas of your job do you think you could improve? How and why? | | | |
| **Development summary** | | | |
| What training or development have you undertaken during the past year?  What have been the outcomes?  How has this helped you in your job? | | | |
| What skills or experience do you have that you feel are under-utilised?  What areas of your work do you feel would benefit from further training and/or development? | | | |
| **Development and training** | | | |
| List specific requirements for any training or development. These activities are not restricted to training courses, and may include attachments, projects, coaching, planned experience or any other suitable activity that will enhance the skills, knowledge and behaviour required in your work or to develop you further. | | | |
|  | | | |
| **Career planning** | | | |
| Are there any areas of work in your existing role or throughout the organisation in which you have a specific interest and, given the opportunity, would be interested to explore? | | | |
|  | | | |
| **Other points/ideas** | | | |
| Make a note of any other points or ideas that you’d like to raise at your next appraisal. | | | |
|  | | | |
| **New Performance Objectives** | | | |
| Give some thought to future performance objectives for the coming year and make a note of your ideas. | | | |
| **OBJECTIVE** | **MEASURE** | **TIMESCALE** | **REVIEW DATE** |
|  |  |  |  |
|  |  |  |  |
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**Sample Form -**

**Performance Appraisal 360-Degree Feedback Form**

1. **Important information**

This form is to be used by employees to help them prepare for their appraisal meeting by formally receiving information regarding their professional performance and areas of strength and improvement, through the eyes of others they work with.

Employees should request feedback using the form from and do so in good time to ensure they are able to return the feedback to them ahead of the appraisal meeting.

Feedback should be requested and received in the spirit of professionalism, honesty, and relevance to the employee’s role. Sharing the returned feedback information with their manager prior to the meeting is suggested.

Employees can find guidance on the process to follow to request 360-degree feedback in the organisation’s Performance Appraisal Policy and Procedure.

Other resources available related to the performance appraisal process are:

* Performance appraisal policy and procedure
* Performance appraisal invitation to appraisal meeting letter
* Performance appraisal guidance for managers
* Performance appraisal preparation form
* Performance appraisal meeting record
* Performance appraisal nurse revalidation

|  |  |
| --- | --- |
| Name of employee requesting feedback |  |
| Date feedback to be returned to employee by |  |
| Your working relationship to the employee | 🞎 Colleague/peer  🞎 Manager in the organisation (not line manager)  🞎 Subordinate |

From your professional experience, please rate the person using the following scale:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Strongly disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly agree** |
| 1. Delegates effectively | **1** | **2** | **3** | **4** | **5** |
| 1. Is interested in finding solutions to problems and pro-actively does so | **1** | **2** | **3** | **4** | **5** |
| 1. Is interested in continually improving the department | **1** | **2** | **3** | **4** | **5** |
| 1. Leads initiatives to continuously improve service delivery to all internal and external customers | **1** | **2** | **3** | **4** | **5** |
| 1. Involves other people in the problem-solving process | **1** | **2** | **3** | **4** | **5** |
| 1. Makes well-reasoned and timely decisions | **1** | **2** | **3** | **4** | **5** |
| 1. Shares reasons for decision, not just the conclusions | **1** | **2** | **3** | **4** | **5** |
| 1. Asks for your opinion, feedback and ideas when making decisions | **1** | **2** | **3** | **4** | **5** |
| 1. Communicates clearly | **1** | **2** | **3** | **4** | **5** |
| 1. Keeps staff well informed, openly shares information | **1** | **2** | **3** | **4** | **5** |
| 1. Listens effectively | **1** | **2** | **3** | **4** | **5** |
| 1. Encourages two-way discussion | **1** | **2** | **3** | **4** | **5** |
| 1. Actively encourages teamwork with other departments | **1** | **2** | **3** | **4** | **5** |
| 1. Has good relationships with colleagues in other departments | **1** | **2** | **3** | **4** | **5** |
| 1. Is responsive to other departments’ needs | **1** | **2** | **3** | **4** | **5** |
| 1. Takes feedback from other departments positively | **1** | **2** | **3** | **4** | **5** |
| 1. Builds team spirit | **1** | **2** | **3** | **4** | **5** |
| 1. Works with the team to achieve goals | **1** | **2** | **3** | **4** | **5** |
| 1. Values your perspective and maintains openness, even when not in agreement | **1** | **2** | **3** | **4** | **5** |
| 1. Encourages the development of mutual respect | **1** | **2** | **3** | **4** | **5** |
| 1. Develops individuals to achieve optimum performance in their roles | **1** | **2** | **3** | **4** | **5** |
| 1. Leads by example | **1** | **2** | **3** | **4** | **5** |
| 1. Demonstrates a sound knowledge of area of expertise/responsibility | **1** | **2** | **3** | **4** | **5** |
| 1. Is actively involved with the team | **1** | **2** | **3** | **4** | **5** |
| 1. Accepts responsibility for mistakes | **1** | **2** | **3** | **4** | **5** |
| 1. Acknowledges the contribution of subordinates | **1** | **2** | **3** | **4** | **5** |
| 1. Values and demonstrates appropriate confidentiality | **1** | **2** | **3** | **4** | **5** |
| 1. Shares successes with the team | **1** | **2** | **3** | **4** | **5** |
| 1. Creates a vision which inspires and gains commitment | **1** | **2** | **3** | **4** | **5** |
| 1. Is proactive in involving subordinates | **1** | **2** | **3** | **4** | **5** |
| 1. Genuinely cares about subordinates | **1** | **2** | **3** | **4** | **5** |
| 1. Understands individuals’ development needs | **1** | **2** | **3** | **4** | **5** |
| 1. Is approachable when wishing to discuss problems | **1** | **2** | **3** | **4** | **5** |
| 1. Provides feedback on performance | **1** | **2** | **3** | **4** | **5** |
| 1. Provides this feedback in an open and constructive manner | **1** | **2** | **3** | **4** | **5** |
| 1. Clearly establishes agreed performance standards | **1** | **2** | **3** | **4** | **5** |
| 1. Is fully committed to training and encourages attendance at training sessions | **1** | **2** | **3** | **4** | **5** |
| 1. Deals effectively with poor performance | **1** | **2** | **3** | **4** | **5** |
| 1. Is motivated to excel and to succeed within the organisation | **1** | **2** | **3** | **4** | **5** |
| 1. Is dependable and reliable when under stress | **1** | **2** | **3** | **4** | **5** |
| 1. Welcomes change | **1** | **2** | **3** | **4** | **5** |
| 1. Employs a consultative process for gaining commitment to change | **1** | **2** | **3** | **4** | **5** |
| 1. Is open to criticism | **1** | **2** | **3** | **4** | **5** |

From your professional experience, please provide strengths/areas of improvement: