

X DIVISION

Appraisal (Staff Review and Development Scheme)

The revised arrangements for appraisal (the Staff Review and Development scheme) allow institutions to determine the use of appraisal in a way that best fits their particular needs. This note is to inform you how appraisal will be implemented in the X Division. Additional information about the scheme is given in the attached Information Sheet and booklet.

Appraisers and Appraisees

The **appraiser** will usually be the direct line manager or a person nominated by her/him. All appraisers will have received training before undertaking appraisals.

All **appraisees** will have had the opportunity of attending a briefing on the scheme before being appraised.

Aims of appraisal

Reviewing performance over the preceding period (typically 12 months but conceivably shorter if that is appropriate). Achievements should be identified and discussed together with any difficulties in attaining goals. Issues of unsatisfactory performance, capability or conduct should not normally be raised by either the appraiser or the appraisee.

Agreeing an action plan for the coming period. Wherever appropriate, plans and objectives should be SMART (i.e. specific, measurable, realistic targeted time-limited).

Identifying development needs is also an important outcome of the appraisal process.

Preparation

Appraisers: Please give 5 working days' notice of the proposed date of the review meeting and please provide appraisees with copies of their job descriptions/role profiles.

Appraisees: Please prepare for the review meeting by writing in advance a list of your main activities together with an estimate of the percentage of working time spent on each (no more than about seven categories and only multiples of 5% please). Under each activity write about two lines assessing the progress made in the last year. Write another line or two indicating what you hope to achieve in this area of work during the coming year. Be as specific as possible, including dates where you can. Send a copy to your appraiser at least two days before the discussion and take a copy with you to the meeting.

Documentation

It is important that a record of the outcome(s) of appraisal is made, as it will form the basis for part of the discussion at the next appraisal. The relevant pages of the pro forma for Staff Review and Development provide a model, though by agreement appraisers and appraisees are free to adapt them as necessary to best suit the appraisal process.

The record of outcomes of the appraisal process will be brought to the attention of the Section Head, if he/she is not the appraiser, and the Director of X. Both appraiser and appraisee should keep a copy of the appraisal record. The appraiser will destroy it after three years. If the appraiser leaves their post during that time, the record will be passed to their successor.

Director of X
January 2003