|  |  |
| --- | --- |
| A close up of a logo  Description automatically generated | **[Appraisal Policy and Procedure]** |
| [Template] |

**This example is intended for guidance purposes and should be adapted to suit your particular organisation.**

**Introduction**

Effective supervision and appraisal are fundamental to the delivery of high quality services and form an important part of [NAME OF ORGANISATION] performance management process. Performance management involves setting out the standards of performance expected and supporting and managing staff to achieve their work.

[NAME OF ORGANISATION] is committed to ensuring all staff receive an annual appraisal, during which we discuss work performance, offer feedback on work and achievements, plan work objectives and activities for the year ahead and agree the learning and development plan.

This policy sets out the purpose of appraisal and how it will take place at [NAME OF ORGANISATION].

**Responsibility**

It is the responsibility of the designated manager to ensure that the annual appraisal takes place for all the staff they manage. It is the responsibility of both parties to prepare for the appraisal, making it a purposeful and effective session. Both parties have responsibilities to implement any agreed follow-on actions.

**What is Appraisal?**

Supervision focuses on day-to-day or week-to-week work matters. Appraisal takes place once a year and takes a longer-term view. Appraisals are an integral aspect of effective management at [NAME OF ORGANISATION][].

The Aims of Appraisal

The aims of our appraisal process are to:

[delete as appropriate based on the format of your organisation’s appraisal scheme]

* Review and update of the job description - levels of responsibility and content
* Provide a link between [NAME OF ORGANISATION]’s strategic goals and each individual’s role and work objectives
* Provide a formal structure to discuss how staff feel about their job and their responsibilities
* Give formal feedback on progress and work performance
* Discuss and agree next year’s work objectives
* Enhance team working
* Provide an opportunity to check that staff are confident about applying the organisation’s policies and procedures
* Give an opportunity to identify development needs and agree the learning and development plan
* Review the effectiveness of supervision and line management, looking at what is working well and if there are any concerns.

The Benefits of Appraisal

Appraisal offers staff:

* Clarity of how their job links to the strategic goals of the organisation, ensuring everyone is pulling in the same direction
* Opportunities to feel connected, leading to greater cohesion and better team working across the organisation
* A formal opportunity to receive acknowledgement and feedback about their work and contribution

**Appraisal Agenda**

Annual appraisal provides an opportunity for staff to meet with their line manager on a one to one basis to review the past year and plan the year ahead. The purpose of appraisal is to:

Work Objectives

* Monitor progress against the job description and last year’s measurable work objectives
* Provide constructive feedback on work achieved and overall performance and contribution during the year
* Plan next year’s work objectives
* Agree any changes to the job description

Learning and Development Plan

* Review achievement of last year’s learning and development objectives
* Identify any areas for improvement and future training needs
* Agree next year’s training and development priorities

**Timetable**

The annual appraisal will take place during the month of [MONTH]. This is to allow for the appraisal process to be linked to the annual planning cycle.

**Record Keeping and Appraisal Form**

The Appraisal form is shown in [Appendix 1](#Appendix). It is used to prepare for the appraisal and to record the actions from the meeting. The completed form should be read (and signed) by both parties, as a true and accurate record of the appraisal.

A copy of the form will be retained by both parties. It is the responsibility of the designated manager to use the content of the appraisal (work objectives and training and development plan) to support the agenda for supervisions during the forthcoming year.

**Appendix 1**

**Sample  
Staff Appraisal Form**

|  |  |
| --- | --- |
| **Name** |  |
| **Job Title** |  |
| **Date of Previous Appraisal** |  |
| **Appraisal Date** |  |
| **Manager Conducting Appraisal** |  |

**Job Description Review**

|  |  |
| --- | --- |
| This section will give an opportunity to look at the key results areas of your job. There will be a  review of relevance, accuracy and priority areas of the current job description for the year ahead. | |
| **Areas of Current Job Description** | **Comments/Proposed Amendments** |
|  |  |

**Review of Progress Over Last 12 Months**

This is an opportunity to discuss successes and any areas of concern.

What have been your greatest achievements?

Where do you need more support?

|  |
| --- |
| **Progress on Agreed Objective/Target** |
|  |

**Key Work Areas – Strengths and Areas for Improvement**

|  |
| --- |
| This section gives an opportunity to think about the positive aspects of your work and to provide a chance to talk about areas of improvement. |
| **Your Own Work** |
|  |
| **Your Team** |
|  |
| **The Organisation** |
|  |
| **External Links and Relationships** |
|  |
| **The Way you are Managed and Supported** |
|  |

**Review of Year’s Learning and Development**

|  |  |  |
| --- | --- | --- |
| Evaluate learning and development activities undertaken since the last appraisal and state how these activities have assisted your performance, skills or confidence. | | |
| **Activity Undertaken** | **Date** | **How has the Learning Been Applied?** |
|  |  |  |
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**Furture Work Objectives and Targets**

This is an agenda for action, setting out the most important outcomes/targets/indicators for your role for next year. It will form the basis for feedback and review in regular supervisions. The work objectives are drawn from our strategic plan and operational delivery plan. It will form your individual work plan for the forthcoming year.

|  |  |
| --- | --- |
| **Key Results Areas for your Role – SMART\* Objectives** | **Progress Review Date** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

\*SMART: Specific, Measurable, Achievable, Relevant, Timescale

**Future Training and Development Plan**

|  |  |
| --- | --- |
| **Future Learning and Development** | |
| Areas for knowledge/skills’ development to enhance performance or meet future needs of the role and the organisation | |
| **Proposed Training/Development** | **Comments and Agreed Action** |
|  |  |
|  |  |
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**Comments**

|  |
| --- |
| **Manager’s Comments** |
|  |

|  |
| --- |
| **Staff Member’s Comments** |
|  |

**Signatures**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Signed** |  | Staff member | **Date** |  |
| **Signed** |  | Manager | **Date** |  |
| **Signed** |  | Senior Manager | **Date** |  |

**This is a template document, please amend and use as appropriate,**

**we suggest that you set up with your own logo and branding.**

The information provided in this sheet is intended for guidance only. It is not a substitute for professional advice and we cannot accept any responsibility for loss occasioned as a result of any person acting or refraining from acting upon it.

**Disclaimer**



Third Sector Support Wales is a network of support organisations for the whole of the third sector in Wales.

It consists of the 19 local and regional support bodies across Wales, the County Voluntary Councils (CVCs) and the national support body, Wales Council for Voluntary Action (WCVA).

For further information contact

<https://thirdsectorsupport.wales/contact/>