

Appraisal policy and procedure (Template)

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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.

Appraisals should be applied fairly across organisations of all sizes, including those without dedicated HR teams.

[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.

**In smaller charities, the manager may also be the chief officer or trustee.
Regardless of structure, the process should remain structured and equitable.**

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].

While supervision provides regular check-ins on operational matters, appraisals are forward-looking reviews focused on performance, development, and alignment with organisational strategy.

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.
- Ensure this process is accessible to all staff, including those working remotely or with additional support needs.

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
- Discuss any challenges related to hybrid, remote, or flexible working arrangements.

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](#). 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.

This form can be completed digitally, but both parties must confirm agreement by email or e-signature.

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?

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

Comments

Manager’s comments

Staff member's comments

Signatures

Signed		Staff member	Date	
Signed		Manager	Date	
Signed		Senior manager	Date	