#### Performance Management Policy

**Cycle of performance review at THE ORGANISATION:**

**Probation** (See 2.2.2 Probation policy)

Induction

3 month review

End of probation (6 month review)

**Workplan** for the year out of **Annual Action Plan**

**Performance management annual cycle**

**Monthly Supervision**

**Annual Appraisal**

###### Principles

The Organisation aims to support staff to enable them to deliver the best possible service.

The Organisation recognises that effectiveness across the Organisation will be improved, along with staff motivation

* if staff know what is expected of them
* have the right skills, knowledge and ability to be able to do their work
* if they feel supported
* are given constructive feedback
* are able to share and discuss ideas about making the Organisation successful.

Staff support will be achieved through a number of practical performance management steps. By:

* communicating to all staff the Organisation’s values, needs and expectations
* providing clear and unambiguous job descriptions and policies and procedures
* setting targets and workplans
* providing day-to-day contact on work issues
* supervision meetings
* appraisal interviews
* learning and development plans.

All staff will be line managed by a more senior person within the Organisation. The Chief Executive will be line managed by the Chair of the Board of Trustees. All line managers will be trained in performance management to help ensure that the performance management policy operates fairly and consistently across the whole organisation.

Please note that during the probationary period, the probationary period policy will apply, covering supervision and probationary period reviews.

##### 4.7.1 Targets and work plans

Line managers will set and agree clear goals for staff, related to the overall objectives for THE ORGANISATION as set in the Annual Plan.

The work plans indicate the annual objectives staff will be working to achieve, the activities they will carry out, how those activities will be measured and verified and the assumptions on which the plan is based.

Individual members of staff and their line managers agree the work plans before they are saved on a shared drive accessible to the rest of the staff team for their information. Line managers have the responsibility for ensuring that individual work plans meet the objectives of annual and strategic plans and are implemented effectively.

The targets and work plans will be regularly reviewed and updated as appropriate at supervision meetings.

##### 4.7.2 Supervision meetings

###### Aims

To ensure that short and long-term aims are met THE ORGANISATION manages its staff through supervision. This policy provides good practice guidelines for providing staff supervision and support. As a local infrastructure organisation THE ORGANISATION is committed to having exemplary standards of work and practices. All staff should receive supervision and support in line with this policy. Managers will be supported to ensure they offer the highest standard of supervision and support consistent with THE ORGANISATION’s values.

Supervision meetings between line managers and individual staff members, will take place every four to six weeks, or more often if required. On occasion, if an issue or concern has been identified by either the line manager or staff member, they may take place more frequently.

During the probationary period, regular supervision meetings will normally take place on a monthly basis (and more frequently if necessary), and there will normally be a three-month and six-month probationary review. Details of the nature of the probationary supervision meetings and probationary reviews can be found in the **Probationary Period Policy**.

###### Meeting

They should normally last no longer than an hour. They should be private, uninterrupted meetings. Dates set for supervision meetings should only be postponed or cancelled if there are urgent issues or an emergency.

Staff members and line managers are encouraged to communicate regularly in a day-to-day context in addition to supervision meetings, particularly if there is a concern or issue or to provide constructive feedback or to discuss the work of THE ORGANISATION.

Each meeting will have the following agenda of standing items, should involve active listening and coaching and be conducted in a supportive manner. Both the line manager and staff member are invited to add additional items to this agenda at the start of the meeting.

###### Agenda

1) Manager and employee agree the agenda

2) Review of work done

* Progress against objectives
* What went well and why?
* What could have been better and why?
* What could be done to make it better in the future?

3) Positive & Constructive feedback to staff member

* Achievements
* Any areas of concern about performance or conduct, and in relation to the rest of the team

4) Checking with the staff member

* Any concerns, difficulties, workload issues?
* Any support needed?
* What type of support (training, coaching etc.)?

5) Future plans

* Short-term plans until next meeting
* How do they relate to long-term objectives?
* How will they be achieved?
* Review learning and development plan

6) Other issues

* Any issues outside work having an impact on work?
* Sickness absence
* Annual leave
* TOIL

1. Date of next meeting

Discussion of items will vary from a quick check between line manager and staff member, to in-depth discussion.

###### Records

Notes from supervision and support meetings should be concise and accurate using the standard form ([see appendix 2](#_Appendix_2:_Supervision)) or a variation of it as appropriate. Both the manager and staff member should have a copy. The original form should be kept by the line manager in a confidential locked filing cabinet or saved with a password protection on the shared drive.

Both staff member and manager should agree on the accuracy of the record and add any additional comments.

The manager should take responsibility for setting the date of all supervision meeting.

This policy is also intended to provide the environment where the relationship between the manager and staff member is one of mutual respect and trust but recognising that the manager has responsibility for the team and how work is conducted. In supervising, it may be helpful for the manager and staff member to recognise their different personal styles of working and communicating that may be related to, for example, ethnicity, gender, age, background, experience etc, and explore how to get the best out of each other.

###### Confidentiality

Staff should be aware that matters which they raise in supervision with their own manager may, under certain circumstances, be raised with their manager's own manager. Otherwise matters raised during supervision remain confidential between the parties.

##### 4.7.3 Appraisal

###### Aims

The appraisal is an annual, structured, two-way meeting between line manager and staff member. The aim is to discuss the staff member's performance, objectives and work satisfaction over the past year and to consider future objectives, training needs and how organisational practices can be developed. The Staff Appraisal - Self Review form provides a framework for conducting and recording this discussion and the outcomes in an open and transparent manner ([see appendix 3](#_Appendix_3:_Staff)). The staff member's and manager's perspectives and perceptions are equally valid in this process.

The outcome of the review will be a completed Staff Appraisal - Self Review Form in which the staff member assesses their own work over the past year and the manager comments on their assessment of the staff members work. The form should be agreed and signed by both staff member and manager with any disagreements stated.

From the appraisal process a learning and development plan should be created. See chapter [4.7.5 Staff training and development](#_4.7.5_Staff_Training).

###### Meeting

Staff Annual Reviews take place between January and February each year to inform annual planning and budget setting for the following financial year.

Staff members should complete a Staff Appraisal - Self Review Form ([see appendix 3](#_Appendix_3:_Staff)) before the meeting and pass a copy to the line manager at least five working days prior to the review meeting date so that the points they contain can be considered.

Line managers should prepare by looking over supervision records, notes from the last appraisal and the job description, as well as considering what you would like the staff member to achieve in the next year.

The staff member should prepare by looking over supervision records, notes from the last appraisal and their job description.

Each appraisal meeting will have the following agenda of standing items.

Agenda

Line Manager explains the course of the meeting

Part 1: Review of the last year

1) Individual performance against targets and objectives

* + Review of progress, based on last year’s Annual Work Plan
  + Highlight main achievements in the past year
  + Discussion on aspects of your job do you find most rewarding
  + Discussion on aspects of your job do you find least rewarding
  + Go over Annual Work Plan – Outcomes, targets and comments on achievements.
  + Overall discussion on how work has contributed to achieving the strategic objectives.
  + Discussion on areas of your work not covered by the strategic objectives.
  + Review of the team work and staff inclusion in the team
  + Are there any changes to duties or responsibilities since the last appraisal? And does the job description need to be updated?
* 2) Support and supervision
  + Discussion on supervision, and ways to improve it.
* 3) Skills and Knowledge including achievement regarding development targets.

Part 2: the year ahead

* 1) Agree goals and objectives for the next 12 months
* 2) Review of the staff member’s learning and development plan
* Discussion of any other issues that the staff member wants to raise
* Line Manager summarises your view of their overall performance, the points covered and the agreed action.

###### Outcome

After the meeting, the Line Manager should complete the appraisal form with their comments. The staff member should be asked to confirm the accuracy of the record and add any additional comments. Both Staff manager and line manager should sign the copy for record. A copy of the staff member's self review and the manager's comments must be sent to the Chief Executive (a copy of the CEO’s must be sent to the Chair). The form will be kept on the confidential and secure staff member's personnel file. Both the manager and staff member should retain copies.

Both manager and employee can review how the goals and objectives are followed up at the regular supervision meeting, including following up learning needs.

For staff with less than 12 months employment with THE ORGANISATION but who have been confirmed in post, a part-year review should be conducted. For joiners with six months service or less or still under probation, the review meeting should be conducted as part of the confirmation in post interview at the end of the probationary period.

Staff members on temporary contracts of more than one year will also be reviewed.

Following the Appraisal, an Annual Work Plan and a Learning and Development Plan will be written up by the line manager and agreed by both parties.

The Appraisal will also inform the line manager’s decision on whether or not to recommend pay increase.

A summary of all Appraisals and Learning and Development plans will be presented to the Personnel and Finance Sub Committee for review.

##### 4.7.4 Capability policy (Poor performance procedure)

###### Purpose and scope

In order to meet its strategic plan, THE ORGANISATION requires all its employees to consistently perform to the appropriate standard, within the context of their responsibilities. This policy is intended to facilitate the meeting of these requirements.

The capability policy provides support to any employee who does not meet the standards of the job for which he/she was employed or who is not coping adequately with the pressures of the job, the volume of work or any other aspects of his/her employment

To this end, THE ORGANISATION will monitor performance to ensure the employee meets the required standards. Where an employee falls below the standards expected the procedure below will be followed.

However, if an employee's poor performance is believed to be the result of deliberate negligence, or where serious errors have been made by him/her to the detriment of THE ORGANISATION, the Disciplinary Procedure may be used instead.

This policy applies to all employees who have completed their probationary period regardless of length of service, and is not intended to replace or undermine the ability of management to coach and / or counsel staff as to standards of performance, on a daily basis. For employees who are still in their probationary period, refer to Section 3.2.2.

###### Procedure

This procedure should be used in poor performance cases only; all other issues relating to disciplinary matters should be addressed by the disciplinary procedure. Before initiating such a procedure, managers should discuss its use with the Chief Executive and Board of Trustees. In using this procedure, it must always be remembered that the intent is to improve the employee’s performance to an acceptable level. However, if following the conclusion of this procedure the employee’s performance has not reached a level acceptable to THE ORGANISATION, then re-deployment, demotion or dismissal may be appropriate.

This procedure cannot be initiated without prior agreement of the Chief Executive and Board of Trustees because of the serious nature of the consequences to the employee.

The following stages should be followed wherever appropriate.

###### Informal discussions

In the first instance, minor performance issues are usually best dealt with informally.

Employees are encouraged to approach their managers in the first instance, if they feel that they are not coping adequately with any aspect of their job. No employee should be penalised or victimised for disclosing this sort of concern and every reasonable measure will be considered to provide support to the employee.

A manager who notices that an employee is not adequately meeting the standards of his or her job or who is not coping adequately with the pressures of the job, the volume of work or any other aspect of his or her employment, should treat the matter as one of capability under this procedure.

Where appropriate, the manager should attempt to resolve performance issues informally by writing to the employee, informing him/her of the nature of the problem and inviting him/her to an informal meeting to discuss concerns regarding his/her performance. Following discussion of the problem, the manager may choose to:

• take no further action, although a record of the meeting should be kept on the employee’s personnel file;

• issue guidance to the employee on what he/she needs to do to improve his/her performance; or

• deal with the issue under the formal stages of the Capability Procedure as set out below or, if appropriate, the Disciplinary Procedure.

###### Formal stages

###### Stage 1: Capability hearing

If managers need to handle capability problems formally, the following procedure should be followed:

1. Write to the employee setting out their concerns and invite the employee to come to a meeting to discuss the matter. Unless it is impractical to do so, the employee will be given one week's written notice of the date, time and place of the capability hearing. In the letter, advise the employee that he or she has the right to be accompanied to the meeting by a workplace colleague or trade union official;
2. Meet formally, review the causes and establish plans for improvement

The employee must take all reasonable steps to attend the hearing. Failure to attend a hearing without good reason may be treated as misconduct. If the employee or companion cannot attend at the time specified he/she should inform THE ORGANISATION immediately and an alternative time will be sought.

###### Identifying the Causes

At the meeting, explore thoroughly and objectively the root cause of the perceived lack of capability by ensuring that:

* the requirements of the job are properly identified and understood;
* the employee knows what standards are required;
* the employee has adequate experience/ training to perform effectively;
* any personality conflicts at work which may be detrimental to performance are identified;
* any other internal, or external (domestic problems etc.) factors are not adversely influencing the employees performance;
* clear objectives for performance are in place and understood.

Managers should take all reasonable steps to ensure that standards are clarified, training given and if possible any conflicts or underlying causes which impinge on performance are resolved.

Explain clearly and specifically to the employee in what respects he or she is failing to meet the standards required;

Invite the employee to put forward his or her explanation for the apparent lack of capability, listen carefully to any representations made and take all the points raised by the employee into consideration;

If the problem is thought to be health-related, see 4.1 Attendance and sickness policy; If the problem is rooted in family or personal difficulties, consider 4.4.3 Compassionate leave policy;

###### Establishing Plans for Improvement

Having clarified the reasons for poor performance it will be necessary to seek means of improvement through:-

* setting clear performance objectives.
* and/or setting specific required improvements against identified competencies or skill areas which are necessary for the satisfactory performance of the job.
* agreeing with the Manager for the employee necessary supporting, coaching and/or counselling.

These should be discussed with the employee and having established that she/he fully understands them, it is then up to her/him to endeavour to achieve the agreed standards. These should be set down in writing and a copy of this should be placed in the employees personnel file.

At the end of the meeting agree on a review date (not exceeding six months as maximum) to re-appraise the employee’s performance and level of improvement.

At this stage, it should be made clear to the employee that if she/he fails to reach the agreed standard within the stipulated period, it would not be the long term interests of THE ORGANISATION or the employee to continue in his/her present job.

1. Following the hearing, the employee may receive a first written warning or improvement note including the area required to improve, the targets, any measures or training and the consequences of failing to improve as well as the target date for improvement clearly specified.

The warning/improvement note will remain active for 6 months, after which time it will normally be disregarded for the purposes of the capability procedure. A record of the warning/note will form a part of the employee’s personnel record.

The employee’s performance will be monitored (additional review meetings and written assessments may be set) and at the end of the review period he/she will be notified in writing of the next step, as follows:

• if the manager is satisfied with his/her performance, no further action will be taken;

• if the manager is not satisfied, the matter may be progressed to Stage 2; or

• if the manager feels that there has been a substantial but insufficient improvement, the review period may be extended.

The employee will be given written confirmation of the decision, the reasons for it, and his/her right of appeal, within two weeks of a capability hearing.

###### Stage 2: Second capability hearing

If the employee’s performance does not improve within the review period, or if there are further instances of poor performance while the first written warning/improvement note is still active, a second capability hearing will be held. This will follow the same procedure detailed above.

The purposes of the second capability hearing include:

• setting out the required standards that are considered not to have been met;

• allowing the employee an opportunity to explain the poor performance and ask any relevant questions;

• identifying further measures, such as additional training or supervision, which may improve performance;

• setting targets for improvement; and

• setting a time-scale for review.

Following the hearing, if appropriate, the employee may receive a final written warning/improvement note, setting out the areas in which he/she has not met the required performance standards, targets, measures, a further time-scale for review and again the consequences of failing to improve within the time-scale, or of further unsatisfactory performance.

A final written warning/improvement note will normally remain active for a specified period, after which time it will be disregarded for the purposes of the capability procedure. A record of the warning/note will form a permanent part of the employee’s personnel record.

The employee’s performance will be monitored and at the end of the review period he/she will be notified in writing of the next step, as follows:

• if the manager is satisfied with his/her performance, no further action will be taken;

• if the manager is not satisfied, the matter may be progressed to a stage 3 capability hearing; or

• if the manager feels that there has been a substantial but insufficient improvement, the review period may be extended.

###### Stage 3: Dismissal or redeployment

If the employee’s performance does not improve within the further review period set out in the final written warning/improvement note, or if there are further serious instances of poor performance while the final written warning/note is still active, a further capability hearing will be held. This will follow the same procedure set out above.

The purposes of the stage 3 hearing include:

• setting out the required standards that are considered not to have been met;

• identifying areas in which performance is still unsatisfactory;

• establishing whether there are any further steps that could reasonably be taken to rectify the poor performance;

• establishing whether there is any reasonable likelihood of the required standard of performance being met within a reasonable time; and

• discussing whether there is any practical alternative to dismissal, such as redeployment to any suitable job that is available at the same or lower grade.

If performance remains unsatisfactory and there is to be no further review period, the employee may be redeployed into another suitable job at the same or lower grade or may be dismissed.

Before any decision is taken to dismiss the employee, possibilities for redeployment to more suitable work must be considered by the manager, in conjunction with the Board of Trustees. The decision to dismiss the employee may only be taken after discussion and authorisation of the Board of Trustees.

Dismissal will normally be with full notice or payment in lieu of notice. Only the Chief Executive and Board of Trustees has the power to dismiss. This must be done in writing and include a written statement of particulars of reasons for dismissal.

###### Appeals

The employee has the right to appeal against the outcome of any stage of the formal capability procedure. He/she should do so in writing, stating full grounds of the appeal, to the line manager within five working days of the date on which he/she was informed of the decision.

Unless it is not practicable, the employee will be given between two days' and one week's written notice of the appeal hearing.

Where practicable, the appeal hearing will be held by a manager who is senior to the person who conducted the capability hearing. The employee may bring a companion to the appeal meeting (see Right to be Accompanied section above).

If the employee raises any new matters in the appeal, further investigation may need to be carried out. If any new information comes to light the employee will be provided with details in writing and will have a reasonable opportunity to consider this information before the hearing.

Depending on the grounds for the appeal, the appeal hearing may be a complete re-hearing of the matter or a review of the original decision. Following the appeal, THE ORGANISATION may confirm the original decision, revoke the original decision or substitute a different outcome.

The final decision will be confirmed to the employee in writing and, if possible, within two weeks of the appeal hearing. There will be no further right of appeal.

The date that any dismissal takes effect will not be delayed pending the outcome of an appeal. However, if the appeal is successful, the decision to dismiss will be revoked with no loss of pay or continuity of employment

##### 4.7.5 Staff Training and Development

**Introduction**

***THE ORGANISATION*** is committed to securing that staff have the skills, knowledge and expertise to be effective and efficient in serving its members and clients. Effective service delivery requires professionalism and adaptation to changes in the work environment. To achieve this THE ORGANISATION encourages and supports staff to take up relevant and essential training and development.

**Aims**

The aims of the Staff Training and Development Policy are to:

* Develop staff capacity to meet the present and future needs of THE ORGANISATION
* Provide staff coming from different work cultures with the skills to work effectively for THE ORGANISATION
* Encourage professional development
* Support staff in taking responsibility for self-managing and directing their learning

**Identifying Training Needs**

Training needs will be determined by:

* Gaps identified in skills required by staff to work effectively and to a high standard
* Changes in the work environment that require the development or improvement of skills
* Organisational or project objectives that affect the way individuals perform their work
* Individual desire to develop in areas of their choice which may not be related to their employment with THE ORGANISATION

**Responsibilities**

*Line Managers*

Line managers have the responsibility for developing staff skills and for ensuring that staff have the training they need to carry out their work. They are also responsible for coaching in staff supervision and support. Line managers will identify training and development needs mainly through supervision and support sessions, annual reviews and training needs analysis.

*Staff member*

Staff are expected to take the initiative in planning their learning and development including by reporting their line manager outside of formal meeting. Supervision sessions and annual reviews are the formal settings for discussing learning and professional development.

**Process**

*Budget*

Annual staff training and development budget will be set at the beginning of the financial year. Annual budgets will fluctuate according to THE ORGANISATION’s funding sources.

**Guidelines**

* Individuals are expected to agree Individual Development Plans with their line managers before the start of a new financial year. The plans will consider ways of meeting individual training and development needs.
* Priority will be given to short courses (of between 1 and 4 days) that address skills gaps in carrying out existing roles or to develop skills in adapting to changes in the work environment.

Decision to pay for long term professional development will be based on the following criteria:

* Length of service. Staff must have completed at least one year in post.
* Time off work. If a course involves time off work, the line manager will make an assessment on the impact on THE ORGANISATION’s objectives
* Relevance. Courses must be relevant to the individual’s career and professional development. Staff will be expected to show how the courses relate to these including any contributions to meeting THE ORGANISATION’s objectives, and that they have researched and considered options.
* Cost of the course. Consideration will be given on the proportion of the course the staff member expects THE ORGANISATION to pay and what effect such payment will make on the central pool.

***Decision making***

Applications for long-term professional development support should be submitted to the Chief Executive at least three months before the intended commencement of the course. All other applications can be made as and when courses are identified. The Chief Executive will give reasons for negative decisions and staff will have the opportunity to appeal to the Finance and Personnel Sub Committee of the Board.

The Chair of the Board will make decisions on applications by the Chief Executive.

**Other forms of support**

Other forms of support available are:

* Time off work to attend coaching sessions
* Financial support towards the cost of books and equipment
* Time off for study and examinations connected to a course

Staff interested in other forms of support should discuss this with their line manager. The line manager can make a decision once they have considered finance and work resource implications. Appeals against decisions can be made directly to the CEO.

### Appendix 2: Supervision template

|  |  |
| --- | --- |
|  | Supervision Notes |

**Name:**

**Position:**

**Date:**

**Agenda:**

1) Manager and employee agree the agenda

2) Review of work done

* Progress against objectives
* What went well and why?
* What could have been better and why?
* What could be done to make it better in the future?

3) Positive, Encouraging & Constructive feedback to staff member

* Achievements
* Any areas of concern about performance or conduct, and in relation to the rest of the team

4) Checking with the staff member

* Any concerns, difficulties, workload issues?
* Any support needed?
* What type of support (training, coaching etc.)?

5) Future plans

* Short-term plans until next meeting
* How do they relate to long-term objectives?
* How will they be achieved?
* Review learning and development plan

6) Other issues

* Any issues outside work having an impact on work?
* Sickness absence
* Annual leave
* TOIL

7) Date of next meeting

|  |  |  |  |
| --- | --- | --- | --- |
| **Issue discussed.** | **Action agreed** | **Deadline/ Pers** | **Issus/concerns** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

### Appendix 3: Staff Appraisal - Self Review Form

The self-review form is designed to enable staff to formally document their own view of their performance and to reflect upon what went well and what didn't go so well, and why. This form provides the basis of the review and should be copied to the manager at least five days prior to the review meeting.

|  |  |
| --- | --- |
| Employee’s name: |  |
| Employee’s Job title: |  |
| Start date: |  |
| Period covered by the review: |  |
| Line manager's name: |  |
| Date of the review meeting: |  |

**PART 1 - REVIEW OF THE PAST YEAR**

1. **INDIVIDUAL PERFORMANCE AGAINST TARGETS AND OBJECTIVES**

|  |
| --- |
| How do you feel you have progressed, based on last year’s Annual Work Plan? |
|  |
| What have been your main achievements in the past year? |
|  |
| What aspects of your job do you find most rewarding? |
|  |
| What aspects of your job do you find least rewarding? |
|  |

|  |  |  |  |
| --- | --- | --- | --- |
| Refer to your **Annual Work Plan** – what were your main targets to be achieved during the past 12 months? Were the targets achieved or on target to being achieved? Provide further comment on your answer. | | | |
| Outcomes | Target/Activities | Achieved  Yes/No | Comments |
|  |  |  |  |

|  |
| --- |
| Overall describe how your work has contributed to achieving the strategic objectives. |
|  |
| Are there areas of your work not covered by the strategic objectives? if so can you list them and describe the area of work? |
|  |
| To what extent do you feel a part of THE ORGANISATION? Please indicate on a scale 1 (low) to 4 (high): |
| What indicators lead you to score you have given (consider the role of staff, managers, the voluntary sector) |
|  |
| Describe how working within the team and with individual members of staff has helped achieve your objectives and targets? Could this be improved? Please state how. |
|  |
| Does your job description broadly describe the work you do? If not, what needs changing? |
|  |
| Line manager's comments/action: |

1. **SUPPORT AND SUPERVISION**

|  |  |
| --- | --- |
| How many supervision sessions have you had in the past 12 months? |  |
| What aspects of supervision do you feel work/do not work? How would you want to see it improve? | |
|  | |
| What would help improve your performance at work and your job satisfaction? | |
|  | |
| Line manager's comments/action: | |

1. **SKILLS AND KNOWLEDGE**

|  |
| --- |
| Give examples of skills and/or knowledge you have used during the year in delivering your work objectives? |
|  |

PART 2 - THE YEAR AHEAD

1. **GOALS AND OBJECTIVES**

|  |
| --- |
| What are your personal work related objectives for the next 12 months? |
|  |
| What do you hope to achieve over the next year |
|  |

1. **TRAINING/DEVELOPMENT NEEDS**

|  |
| --- |
| What training/development do you think you need over the next year? Please consider coaching and mentoring as well as training courses. Please also refer to the Training Policy. |
|  |

|  |
| --- |
| Are there any other issues you would like to raise which have not been mentioned? |
|  |
| Additional comments, if any, from the line manager |

Staff member's signature: ……………………………………….. Date

Line manager's signature: ………………………………………. Date

### Appendix 3b: CEO Appraisal - Self Review Form

The self-review form is designed to enable staff to formally document their own view of their performance and to reflect upon what went well and what didn't go so well, and why. This form provides the basis of the review and should be copied to the manager at least five days prior to the review meeting.

|  |
| --- |
| **Date:** |
| **Appraisers:**  **Appraisee:** |
| Key Objectives of Organisation (from Business Plan) Signed as an accurate record  Appraisee  Date:  On behalf of the Board  Date: |

|  |
| --- |
| OVERVIEW - ACHIEVEMENTS |
| **COMMENTS:** |

|  |
| --- |
| OVERVIEW - BARRIERS TO SUCCESS |
| **COMMENTS:** |

|  |
| --- |
| SKILLS **DIRECTION – Leadership** |
| **COMMENTS:** |

|  |
| --- |
| SKILLS **DIRECTION – Strategic Thinking & Planning** |
| **COMMENTS:** |

|  |
| --- |
| SKILLS **DIRECTION – Delivery of Results** |
| **COMMENTS:** |

|  |
| --- |
| SKILLS **MANAGEMENT AND COMMUNICATION – Management of People** |
| **COMMENTS:** |

|  |
| --- |
| SKILLS **MANAGEMENT AND COMMUNICATION – Communication** |
| **COMMENTS:** |

|  |
| --- |
| SKILLS MANAGEMENT AND COMMUNICATION – Management of Financial and Other Resources |
| COMMENTS: |

|  |
| --- |
| SKILLS **PERSONAL CONTRIBUTION – Personal Effectiveness** |
| COMMENTS: |

|  |
| --- |
| SKILLS **PERSONAL CONTRIBUTION – Expertise** |
| **COMMENTS:** |

|  |
| --- |
| SKILLS **PERSONAL CONTRIBUTION – Intellect, Creativity & Judgement** |
| **COMMENTS:** |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Targets / Key Objectives date When agreeing targets ensure that they tie in with the organisation’s strategic/ business/corporate plan. | | | | | | |
| **Key Targets/Objectives**  (Strategic Plan Ref) | | **Timescale** | | **Performance** Indicators | | **Support required** |
|  | |  | |  | |  |
|  | |  | |  | |  |
|  | |  | |  | |  |
|  | |  | |  | |  |
| Can you foresee any major difficulties in achieving these? | | | | | | |
| What other resources are needed to achieve these targets/objectives? | | | | | | |
| Personal Training and Development Plan Identify any recommendations to enhance the Chief Executive’s development and contribution over the coming year. Please note whether they will aid improvement of job performance, satisfaction or prospects and whether in the long or short term.  Include: on the job initiatives - coaching, projects, new tasks  off the job training - courses, conferences, further education etc. | | | | | | | |
| TRAINING OR DEVELOPMENT NEEDS | **ACTION** | | **TIMING** | **RESPONSIBILITY** | **ESTIMATED BUDGET** | | |
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| JOB DESCRIPTION (Changes) |
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| **TRUSTEE COMMENTS (to be completed during or after the appraisal and before signing)** |
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