

APPRAISER'S GUIDANCE NOTES

Appraisals should occur annually, staff should undertake a personal review of their own objectives on a regular basis to ensure they are on target for achievement. Should you anticipate any issues with a member of your staff achieving their objectives it is advisable to discuss this with them at the earliest opportunity.

Before the Appraisal

Schedule a date to ensure that you allow at least one uninterrupted hour for the appraisal.

Ask the appraisee to complete their self-appraisal (see appraisal toolkit) and to bring it to the appraisal (it is recommended that they are given this two weeks prior to appraisal date). This should take a maximum of an hour to prepare and complete and should be undertaken in normal hours with prior agreement with yourself.

What do I need to do to prepare?



TOP TIP – have one copy of the key documents available for all appraisals so there is no need to reprint each time and where possible have the others electronically to save printing.

- Review the previous agreed objectives and appraisal documentation, including PDP.
- Ensure you have evidence of appraisee's statutory and mandatory training record obtained from monthly reports or have this to hand electronically via the dashboard.
- Ensure you have a copy of the appraisee's Job Description and details of any changes in the last 12 months or any planned changes if required.
- Ensure that you have a copy of the Trust Values and the appraisee also has a copy and prepare some examples of how the appraisee has demonstrated the required behaviours.
- Ensure you have a copy of the Trust's Strategic Ambitions plus Locality / CBU or Corporate Implementation plans at hand during the appraisal.
- If you are appraising a member of staff who has 2 or more jobs within the Trust please ensure that the primary job is the lead appraiser and feedback is given by the lead manager for performance in all areas. Appraisals will be recorded as completed against all assignments as long as the primary job has been appraised.

If you require any training in conducting an appraisal, please contact the Training Academy.

How do I conduct the appraisal?

Plan that the meeting will take at least an hour, using the Appraisal and Development Review paperwork, the appraisal will take place in 5 parts:

1. Looking Back - review last year's objectives

- Assessment of the last 12 months including the appraisee's self-assessment.
- Any challenges since last appraisal/review.
- Review last year's objectives and discuss whether they were achieved.
- Review the appraisee's compliance against statutory and mandatory training requirements.
- Assess their work against the demands of the post, including how they are applying the learning.
- Review of any professional criteria for registered posts eg NMC requirements for CPD.

Having undergone a review of those objectives with the member of staff each area should be given an overall score from 0 – 4 based on the individual's performance and success in their role.

Not Achieved / Performs Unsatisfactorily – 0*

Partially Achieved - 1

Achieved / Performs satisfactorily within own remit – 2

Achieved / Exceeding in some areas within own remit - 3

Exceeded / Performs Well – 4

*Please note that if there is one or more score of '0' and **the staff member** is not at the top of the pay Band, **they** will not receive an increment.

2. Looking forward - set new objectives

- All team and individual objectives will be based on the Trust's Strategic Ambitions plus Locality / CBU or corporate services implementation plans. You will have the opportunity to discuss with your staff member how they can contribute to these and to discuss what these mean for them in detail. Please record on the review document any specific details relevant to their individual role, this may be details of how they will achieve these objectives or support and training if required.
- Set new objectives this may include key tasks, projects, process review and improvements that the individual can personally achieve to be successful in their role.
- Aim to set a maximum of 6 objectives.
- Agree and reflect the mandatory objectives that apply to managers/appraisers.
- Objectives should be outlined wherever possible using SMART objectives:

Specific	What exactly are they going to achieve and with or for whom?
Measurable	Are they able to measure and track progress towards the achievement of the objective?
Achievable	Will they be able to get it done in the proposed time frame?
Realistic	Will this objective lead to the desired results and do they have the resources to achieve it?
Timescaled	When will they achieve this objective?

3. Looking at myself – Trust Values and Behaviours

You will discuss with the appraisee how you think they have demonstrated the values of the Trust and the behaviours relating to them. Please use the framework as a reference guide to prepare and discuss examples of how they have demonstrated the values and this section will also be scored.

4. Looking at my needs - Personal Development Plan



It is recommended that a minimum of 3 and a maximum of 6 development activities be identified for development in the next 12 month review period.

- Discuss any development needed to achieve agreed objectives.
- Decide who or what can support with each development activity and how the support will be accessed.
- Jointly identify learning and development needs, short and long term goals and how these goals will be met.
- Agree the level of priority to be given to each activity.
- Agree target dates and success criteria.
- Discuss how constraints can be overcome.

5. Talent Management and Career Planning

This section is an opportunity for you to explore with your staff member their aspirations for future career development. It should be an open and constructive conversation to discuss where they are now and where they want to be in the future. It will likely summarise much of what you talked about in the body of their appraisal but the focus will be on the future years of their career. The conversation should be used to explore their skills and potential roles which best suit these and encourage them to think about their future career journey. It may be that they are happy in their current role, and this is absolutely fine. However, having the conversation enables the Trust to think about future succession planning as well as training and development priorities.

The conversation will need to be agreed both parties and captured in the supporting appraisal documentation form as one of the following options:

- I'm new to the role (within the last 12 months).
- I'm unsure of this role and it may not be right for me and therefore I am exploring alternative development options.
- I'm content with this role.
- I'm content with this role but I want to develop further.
- Ready for more... I want to be challenged further or take the next step in my career.

6. Looking to agree – final sign off

Once all sections are completed the review documentation needs to be signed by the individual and the reviewer with any additional comments being added at this time.

What do I need to do after the appraisal?

Ensure you e-mail Appraisals@cntw.nhs.uk to confirm that the appraisal has taken place and is appropriately recorded.