**STAFF APPRAISAL FORM**

REVIEW PERIOD (from) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

|  |
| --- |
| Name of appraisee\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Position \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Manager undertaking appraisal\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Manager’s checklist completed (Yes/No)  Staff preparation form completed (Yes/No)  Driver’s license checked (driver's only). No.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Position description current (if not mark-up changes and forward to HR)  Other (list) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

**MEASUREMENT RATING CRITERIA**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Rating 1** | **Rating 2** | **Rating 3** | **Rating 4** | **Rating 5** |
| New employee, too early to determine  Unsatisfactory  Significantly below standard  Failed to meet agreed targets | Less than satisfactory  Did not meet the standard  Partially met agreed targets | Satisfactory  Met the standard  Fully met agreed targets | Better than satisfactory  Exceeded the standard  Exceeded agreed targets | Outstanding  Greatly exceeded the standard  Greatly exceeded agreed targets |

**REVIEWING OF THE POSITION DESCRIPTION**

In reviewing the current position description with the employee, the following should be noted:

Since the last appraisal, have there been any changes to the duties that are currently reflected in the pd? If yes, note:

Are there any changes to the pd that would make it more reflective of the duties undertaken by the position? If yes, note:

**PERFORMANCE APPRAISAL:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **ORGANISATIONAL KEY RESULT AREAS (Applies to ALL [TAFE] employees)** | | | | |
| Task | Activity | Standard required | Rating  1-5 | Comments/Can improve rating by… |
| Customer Focus & Public Image | Able to respond & operate within the framework of a competitive business environment focussed on achieving results. | Focus on meeting customer needs and engaging the customer – whether internal or external  Consciously create a good and lasting impression of professionalism in every aspect of work  Act as an ambassador and having a good understanding of, and promoting, XXXX |  |  |
| Demonstrating Initiative | Able to translate ideas and opportunities into actions, improvements and results. | Be persistent in addressing issues and potential obstacles  Willingness to take action rather than simply thinking about it, identifying opportunities and doing things now, in order to avoid potential problems in the future  Embrace change in a positive and proactive manner and plan/assist (if management) program staff |  |  |
| Teamwork | Able to work effectively as a member of a team and strive to continually improve inter and intra group effectiveness. | Willingness to work in a co-operative and helpful manner with other team members  Actively demonstrates working with team members to achieve common goal(s) |  |  |
| Flexibility | Able to adapt to changing requirements and work effectively with others. | Adapt to a variety of situations and work effectively with different people and groups; in a changing environment  The ability to understand and appreciate different and opposing perspectives on an issue, and negotiate positive outcomes for all in a fair and equitable manner |  |  |
| Time Management and Prioritisation | Able to anticipate, plan and/or react to changing circumstances in the business environment and capacity to influence the course of events. | Manage priorities, in consultation with your supervisor  Ensure that quality and standards and met, even under time pressure  Prompt response to requests  Attends all meetings on time and well prepared |  |  |
| OH&S | Be a positive role model for other employees in the matter of OH&S. | Reports immediately any unsafe work practices and cooperates with XXXX to assist in its compliance with the obligations under the OH&S and Accident Compensation legislation. |  |  |
| EEO | At all times adhere to XXXX’s Code of Conduct and Equal Employment Opportunity policy and have a zero tolerance to harassment or bullying. | Acts in a fair and reasonable manner. Immediately reports any breaches of XXXX Code of Conduct – especially breaches to EEO, discrimination, bullying or harassment. |  |  |
| Quality | Participate and promote XXXX's quality framework. | Actively engage in accreditation processes and activities  May provide policies, procedures and/or forms in field of expertise |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Job Specific Competencies (Applies to the individual's contribution)** | | | | | |
| **KRA** | **Activity** | **Performance**  **standard** | **Rating**  **1-5** | **Comments/Can improve rating by…** |
| Technical knowledge | Applies skills and knowledge to application of duties  Actively ensures that clients receive the highest quality service. | Meets all client's needs, including:  XXXXXXXX |  |  |
| Professional development | Ensures that knowledge base remains up-to-date | Attends professional development sessions (either at own initiative or at XXXX)  Networking  Research/reading |  |  |
| Challenges | Deals with non-standard issues in a professional manner | Identify challenges during review period and how dealt with  How could have been better managed? |  |  |
| Management support | Ensures management is well appraised of situations as they occur  See also "demonstrating initiative" above | Feedback to management  How could management actions be improved? (see management feedback form) |  |  |
| Financial | Within scope of position, always mindful of cost savings where possible and appropriate | All decisions/actions taken mindful of cost implications  Openly shares cost/productivity improvement ideas |  |  |
| Understand & carry-out instructions | Grasps meaning of instructions (asks if not sure)  Carries out instructions co-operatively and positive attitude | instructions carried out in accurately and in good spirit (absence of “not-my-job” attitude)  does not need constant reminders |  |  |
| Acceptance of responsibility | Sense of duty  Willingness to accept responsibility  Works with the minimum of supervision for own work and subordinate (if any) | Exudes positive attitude  Accepts additional / different responsibilities  KRA’s are met with minimal assistance from management |  |  |
| Plan and organise | Work planned and organised | Day-to-day worked efficiently carried out  Workflow effective and efficient  Priorities set logically |  |  |
| Sense of urgency | All jobs completed on time | Deadlines met  Accuracy met |  |  |
| Motivation | Is self-motivated  Positive attitude | Maintains motivation  “can-do” attitude |  |  |
| Analytical and judgement skills | Reasons intelligently  Uses sound judgement | Reaches conclusions, decisions and recommendation logically and rapidly |  |  |
| Accuracy | Attention to detail  Consistent high quality of work  Job complete | Factually correct  Rework  On-time delivery |  |  |
| Quality | Work is of a high standard  In accordance with system requirements | Rework  Complaints  Feedback  Audit results |  |  |
| Quantity | Volume of work is of a reasonable standard | Work completed on time |  |  |
| Communication (oral) | Clearly and accurately conveys ideas, information, plans and directions | Feedback  Cooperation from person talking to  Person can understand… |  |  |
| Communication (written) | Clear and accurate written materials (reports, etc) | Accurate and logical reports, letters, notes |  |  |
| Delegation | Effectively assigns work to subordinate  Ensures subordinate is able to carry out instructions | Work fairly and effectively apportioned  Subordinate carries out duties effectively  Subordinates receive appropriate training and support |  |  |
| Interpersonal | Communicates effectively with all | Friendly, clear and effective communication manner |  |  |
| Technology | Uses hardware and software to best advantage | Uses technology to save time (and double handling, etc) |  |  |
| OH&S | Has been inducted  Aware of hazard i.d. and avoidance | Signed induction form  Displays OH&S awareness for themselves and others |  |  |
| Professional appearance | Grooming and appearance reflective of professional role | Well presented at work |  |  |
| Attendance | Time at work  Work times  Flexible to work outside of normal hours where required | Level of unscheduled absence (sick leave, etc)  Ready to commence work on time and adheres to breaks and finish times  When required works additional or alternate hours |  |  |

**SPECIAL ACHIEVEMENTS DURING THE REVIEW PERIOD**

**DEVELOPMENTAL PLANNING**

Dot point summary of “can be improved by…” column:

If KRA’s have not been met for previous year, summarise reasons

List any skills, qualifications or other attributes which the employee could bring to the job

What are the short /medium /long term career aspirations of the employee?

Developmental needs that have been identified for the employee. Have previous needs been addressed?

XXXX will sponsor training /development in:

The employee intends to take action for self-development in:

**NOTE: USE THIS INFORMATION TO DEVELOP EMPLOYEE'S WORK-PLAN**

**Manager’s summary:**

**Employee’s acknowledgement:**

I have read and discussed this appraisal with my manager / supervisor. My comments are:

Employee signature\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Manager signature\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**PERFORMANCE DEVELOPMENT & REVIEW – STAFF WORK-PLAN**

EMPLOYEE NAME (print): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ POSITION: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

MANAGER’S (APPRAISER’S) NAME (print): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ POSITION: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

REVIEW PERIOD THIS WORK-PLAN APPLIES TO: (from) \_\_\_\_\_\_\_\_\_\_\_\_\_\_ (to) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

| **Responsibilities**  **(What do you need to improve?)** | **Strategies to Achieve Responsibilities**  **(What will you do to meet this responsibility?)** | **Key Performance Indicators**  **(How will you know you have achieved the improvement?)** | **Timeframe for completion** |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Participant Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Appraiser Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Appraiser (print):

**Performance Appraisal**

**MANAGER CHECKLIST FORM**

* (at least) one week’s notice given to employee
* review current performance:
  + Position description –
    - What are KRA’s?
    - Are the same as last year?
  + Training received –
    - Was there any?
    - Was it relevant?
    - Is it used?
  + Previous objectives –
    - Were they challenging, achievable, relevant?
    - Were they achieved and were there any problem areas?
* Objectives for the following year:
  + Improving performance –
    - What is expected?
    - How can it be achieved?
    - What are the time scales?
  + Potential training needs –
    - What needs to be learned to improve performance?
* Development opportunities:
  + New challenges –
    - What can be brought to the job to help meet future needs for both the employee and MRH
    - Does the employee have any specific career aspirations – if so what can be done to help them achieve their goals
* Encourage employee to gather information to support previous year’s successes or problem areas
* Set aside enough time for the session
* Book meeting room or such other venue where there are no interruptions

**Performance Appraisal**

**EMPLOYEE CHECKLIST FORM**

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position title\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Your job:

What do you see as your most important responsibilities/tasks?

Are these adequately covered in your position description?

What tasks do you feel you did particularly well and why?

Which tasks do you believe you could have done better and why?

What new skills have you obtained and utilised since the last review?

Any other comments regarding your job?

Performance improvement:

When considering the above section (your job) and your KRA’s, how do you rate your performance and why?

KRA 1:

I did well because\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

I could have done better because\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

KRA 2:

I did well because \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

I could have done better because\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

KRA 3:

I did well because\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

I could have done better because\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

KRA 4:

I did well because\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

I could have done better because\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Generally, how could you have improved your performance?

Were there any impediments to your achieving your optimal performance (eg lack of training, wrong or inadequate equipment, unclear job role)?

Is [TAFE] taking advantage of your skills and experience (if no – how can it?)

Career development:

What are your personal career objectives?

What are your short / medium / long term goals?

What training or other development can [TAFE] help you to achieve your goals?

JOB SATISFACTION

How do you rate your job?

|  |  |  |
| --- | --- | --- |
| LOW | MEDIUM | HIGH |
| 1 2 3 4 | 5 6 7 | 8 9 10 |

How can we improve your job satisfaction rating?