

Appendix 1: The Appraisal Process – Essential and Desirable

	Essential	Desirable
Format	Encourages a quality discussion and two way feedback between employee and line manager	
	Easy to understand	
	Supports discussion about objectives and behaviours	
Process	Able to be transmitted and stored electronically	On Line process
		On going process that facilitates updating and review throughout the appraisal year.
Reporting	Able to generate reports on appraisal returns	On line reports including: <ul style="list-style-type: none"> ▪ Training plans ▪ Satisfaction/ motivation scores ▪ Reports on competency frameworks ▪ Able to generate skills audits ▪ Able to support succession planning/ other forms of workforce planning
	Able to generate simple statistics – e.g. satisfaction and motivation scores	
Delivery	Managers and staff understand and engage with the process	
	Managers are trained to develop the skills and behaviours to support a high quality appraisal session	
	Performance review must occur more frequently than annually Process should build in a mid year one to one review	