



STAFF APPRAISAL

The following suggestions are a guide for staff appraisals. In most cases, you will need to fit the areas covered against the particular needs of your club.

Secretary At Work: November 1999 *(reviewed October 2011)*

The following notes are a guide to help secretaries carry out staff appraisals at their club. In most cases, you will need to fit the areas covered against your particular needs at your Club.

Part One

(This part to be filled in by the Staff member who must be encouraged to assess how they see the job they do.) In some cases it might be necessary for the line manager eg Head Greenkeeper, to assist the person to complete the first part. In some cases they may also conduct the first interview before the Secretary/ Manager carries out the final assessment.

Name:

Position:

Department:

Date appointed to position:

Appraisal Form issue date:

Interview held:

Is the Job Description for this position up-to-date and correct?

If not, please specify the area(s) in which it is deficient. (It is important to keep a watchful eye on Job Descriptions and periodically review as necessary.)

If there are changes, are you able to deal with the altered responsibilities – or do you require additional training?

If so, please specify what type of training.

Have you, since the date of your last review, undertaken any training?

If so, please give details, assess the worth of the training, and state how it is helping you in your job.

Is it likely that there will be changes to your responsibilities before the next review?

Please give any suggested changes that you think might help you carry out your job better.

Do you feel you will be able to cope with these changes, or will you require training?

Please indicate the areas where training may be necessary.

Are there any personal factors which could have an effect on your performance in the near future? If so, please provide details.

Is there any other information which you feel has a bearing on this review process and/or the performance of the job? If so, please provide details.

From the Job Description, list the measures of performance for each of the duties set out in it and then on a grading scale of A – E.

- A: meaning you have always achieved the standard set in the measure,
- B: means these standards have usually been achieved,
- C: sometimes achieved,
- D: seldom achieved,
- E: never achieved.

You need to make sure that they fully understand this grading scale and are encouraged to be totally honest with themselves. In all areas of weakness they feel they have they will be given the necessary training and support to accomplish.

List of Duties	Measures of Performance				
	A	B	C	D	E
1					
2					

A copy of the current Job Description should be included at this stage with the main duties numbered from 1 onwards so that the employee can assess himself from this.

In cases of the grading being at the low end of the scale the employee should be encouraged to put their reasons for this so that action could be taken to help them. You should stress to them that being totally honest with themselves will help you to decide what training and support they might need in the future.

General

Did you achieve anything else within the period which is not covered by your job description? If so, please give details.

Was there anything you needed which would have improved your performance? If so, please give details.

Have you been able to help any colleague with [their] work? If so, please give details.

Are you able to deal with all requirements for information concerned with your job from:

superior	YES/NO
colleagues	YES/NO
other internal	YES/NO
external sources	YES/NO

If the answer to any of these is NO, please state why you feel this was the case.

Do you feel you are able to get on with those with whom you come into contact?

What do you feel is (are) your main strength(s)?

What do you feel is (are) your main weakness(es)?

On the scale on the previous page (ie A to E), how do you rate yourself for the following?

Accuracy:	
Diligence:	
Setting priorities:	
Relationships:	
Motivation:	
Adaptability:	
Commitment:	
Overall performance:	

PART II

A performance review interview with

was held on.....

at

The assessment provided by the job holder was reviewed and the ratings confirmed/alterd as shown.

PART III

The fundamental purpose of performance review and plan is to ensure both parties agree what needs to be done in the period until the next review (or further).

The overall performance rating was agreed as (A to E).

Please set out an analysis of any action(s) agreed to be implemented, giving measures of performance and timescales if appropriate.

- 1.
- 2.
- 3.
- 4.

Training needs: Please set out the type of training required and, if relevant, the timing of such training.

Signed **Job Holder**

Signed **Course Manager/Head Greenkeeper**

Date

Reviewed by **Secretary/Manager**

Date