



HEALTH PROFESSIONS COUNCIL

Human Resources Management

ANNUAL PERFORMANCE DEVELOPMENT REVIEW

EMPLOYEE NAME:

REVIEW PERIOD:

CURRENT POSITION:

CURRENT DIRECTORATE

CURRENT DEPARTMENT:

MANAGER/DIRECTOR NAME:

DATE OF REVIEW:

INDIVIDUAL PERFORMANCE FOR YEAR ENDING: 2005 - 2006

Performance criteria to consist of key objectives, challenges, goals and responsibilities, and should support the HPC's Strategic Plan and Departmental Business Plans where applicable.

Performance Criteria	Measures and Targets	Results Achieved and Comments	Agreed Feedback Providers	Rating (See Scale Below)

Rating Scale:

- 5. Unacceptable (does not meet the expected performance criteria – significant improvement required).
- 4. Needs Improvement (occasionally does not meet the expected standards – some improvement required).
- 3. Competent (meets requirements and performance criteria).
- 2. Exceeds Requirements (from time to time exceeds the standards required).
- 1. Outstanding (consistently demonstrates outstanding competence – exceptional quality of work).

COMPETENCY	A	B	C	D	COMMENT	RATING
<p>Management Know-How The ability to understand human, financial and operational resource issues and apply this understanding to decisions aimed at improving performance.</p>	<p>Applies a broader range of management skills effectively across large areas. Includes project management, financial management, and people management</p>	<p>Applies a broad range of managed processes, including project management skills etc.</p>	<p>Understands and effectively applies basic management processes to own work area etc.</p>	<p>Understands the basic management skills, ie budgets, work allocation, team needs to demonstrate this on the job.</p>		
<p>Bias For Action Proactively making judgements, dealing with uncertainty, taking action without complete information. Looking for opportunities for improvement where possible.</p>	<p>Acts decisively and quickly in all circumstances. Decisions are logical and balanced. Won't allow issues to stall. Seeks guidance only when appropriate.</p>	<p>Draws on experience and expertise in actions and decisions that are effective and timely. Rarely hesitates or needs guidance in making a decision.</p>	<p>Timely and efficient when completing tasks. Prepared to make a recommendation re decisions when information is not always clear.</p>	<p>Is proactive in completing work, although at times needs some pushing.</p>		
<p>Integrity The degree to which a person acts in accordance with expressed beliefs and the HPC's values (the six HPC Principles).</p>	<p>Solid, trustworthy and ethical team member. Projects a favourable image inside and outside the HPC. Motivates high ethics in others. Sets the standard.</p>	<p>Sets clear, ethical standards for self and team (where applicable). Respected by team. Takes responsibility for own actions.</p>	<p>Expresses open and honest views in difficult situations and aligns values with that of the HPC.</p>	<p>Is open and honest in most situations, although some room for improvement.</p>		
<p>Tenacity The ability to persist, take action and make progress despite obstacles and active resistance, ie keep going when things do not go smoothly.</p>	<p>Highly persistent and tenacious. Takes numerous actions where appropriate against resistance until succeeds. Will not accept excuses for no action.</p>	<p>Takes strong action where appropriate over short and longer term. Prepared to try different actions to overcome obstacles.</p>	<p>Takes short term steps where appropriate to overcome obstacles. Persistent over short term.</p>	<p>Usually optimistic, although needs the occasional push.</p>		
<p>Standards of Achievement A concern for establishing and achieving standards of excellence and continuously striving for improvement, at both the individual and team level.</p>	<p>Demonstrates a strong focus on longer term results and the pursuit of excellence. Sets goals that 'stretch' self and team (where able).</p>	<p>Sets clear goals for self and immediate team that are benchmarked against top performers. Ensures team understands what is expected.</p>	<p>Creates own standards of performance. Takes specific actions to improve own performance.</p>	<p>Wants to do the job well. Works to achieve targets, although needs some prompting.</p>		

COMPETENCY	A	B	C	D	COMMENT	RATING
<p>Teamwork and Co-operation Working co-operatively with others. The ability to foster and participate in a more open, continuous exchange of information and differing opinions.</p>	<p>Takes action to build team effectiveness. Encourages open and effective communication to resolve conflict.</p>	<p>Manages the process of group interaction in order to encourage participation and build the team. Genuinely values input from others.</p>	<p>Actively assists others. Takes time to ensure other team members are operating effectively.</p>	<p>Co-operates to a degree. Needs to be more 'open' and participate as a team player.</p>		
<p>Adaptability The ability to think on one's feet, flexible approach in response to challenges and changing environments. Understanding and appreciating different perspectives on an issue.</p>	<p>Quickly alters or changes the activities in work area to take advantage of new or different circumstances.</p>	<p>Adapts own tactics or plans to fit with other responses. Promptly changes own immediate behaviour to suit the situation.</p>	<p>Accepts changes and alters own priorities with little difficulty.</p>	<p>Accepts that changes happen. Understands the changing nature of management priorities, although does not always accept them.</p>		
<p>Listening and Responding The ability to hear and understand the positions of others and to reconsider and change one's position when needed.</p>	<p>Understands that other peoples' points of view are as good as their own. Accepts different views and responds by altering own behaviour.</p>	<p>Responds to peoples' concerns. Easy to talk to. Accurately reflects peoples' concerns.</p>	<p>Attempts to understand the other point of view. Picks up clues to the 'real' meanings.</p>	<p>Listens when approached by others, although room to improve.</p>		
<p>Developing Talent A genuine intent to foster the learning and development of others to improve the capabilities of the organisation. Requires a genuine intent to coach and develop team members and/or fellow workers.</p>	<p>Formally arranges helpful projects/work to increase employee's learning. Assigns appropriate support and resources to employees to maintain success.</p>	<p>Provides honest and specific feedback to employees. Demonstrates trust by allowing mistakes for learning purposes (when non critical). Expresses positive expectations for future performance.</p>	<p>Provides sound, formal advice to assist the progress of employees. Gives direction and reasons. Offers practical support.</p>	<p>Informally assists others. Helps new or inexperienced employees but occasionally needs prompting.</p>		

Rating Scale: "A" being the highest rating achievable, "D" being the lesser rating achievable.

PERFORMANCE CRITERIA FOR COMING YEAR: 2006 - 2007

Performance criteria to consist of key objectives, challenges, goals and responsibilities.

Performance Criteria	Measures and Targets	Results Expected to be Achieved/Comments	Agreed Feedback Providers

CAREER ASPIRATIONS – (the employee to determine what they would like their career aspirations to be, working in conjunction with input and suggestions from their Manager/Director)

Employee	Manager/Director
Short Term Career Aspirations (0-2 years)	Manager/Director's comments on the employee's short term career aspirations.
Employee	Manager/Director
Long Term Career Aspirations (2-5 Years)	Manager/Director's comments on the employee's long term career aspirations.

EMPLOYEE DEVELOPMENT PLAN (Please note: Under the Area to be Developed both areas requested/identified by the employee and areas identified by the Manager should be noted).

<p><u>AREA TO BE DEVELOPED</u> Specific skills, qualifications and competencies identified for improvement in this review must be achievable within training budget.</p>	<p><u>ACTION PLAN</u> Should include internal/external training and coaching to develop the employee.</p>	<p><u>TARGET PERIOD</u></p>

COMMENTS ON PERFORMANCE REVIEW

Comments By Manager/Director (Summary of Overall Performance of Employee):

Comments By Employee (In Response to Above or Any Other Aspect of the Performance Review):

SIGNATURES:

Employee: Date:
(I acknowledge that this form has been discussed with me and I have sighted this form)

Manager/Director: Date:
(I acknowledge that I have discussed this form with the relevant employee and I have sighted this form)

OPTIONAL ATTACHMENT (A) EXCEPTIONAL PERFORMANCE

Employee Name: Employee Position Title:

EXCEPTIONAL PERFORMANCE
 Please identify any performance which could be considered exceptional or over and beyond normal expectations (ie outside normal responsibilities as identified by performance across the organisation and in the position description). This may be a large project undertaken or additional effort and dedication shown by an individual.

Type of Performance (eg project)		
Result Achieved		
Why is this result exceptional?		
Comments		

APPRAISAL CHECK LIST
(To be Completed by Appraiser)

Employee Name: **Employee Position Title:**

Employee Given Forms and Notified of an Appraisal Interview	<input type="checkbox"/>	Update Position Description, marked Changes for HR	<input type="checkbox"/>
Appraisal Preparation by Manager/Director	<input type="checkbox"/>	Signed my Manager/Director	<input type="checkbox"/>
Employee/Manager Discussion	<input type="checkbox"/>	Signed by Employee	<input type="checkbox"/>
Last Years Targets Discussed	<input type="checkbox"/>	Return Sheet to HR, save electronic copy in HR folder, and send copy to employee	<input type="checkbox"/>
Competencies Marked	<input type="checkbox"/>		
Performance Goals Set for Coming 12 Months	<input type="checkbox"/>		
Career Aspirations Discussion and Recorded	<input type="checkbox"/>		
Employee Development Plans Completed	<input type="checkbox"/>		