

**THE FERGUSLIE GROUP**  
**ANNUAL STAFF APPRAISAL POLICY and**  
**PROCEDURE**



**Ferguslie Group**

Approved by FPHA April 2018, adopted by NTC May 2018

Due for Review by April 2021

Signed: Chairperson FPHA

Signed: Chairperson NTC

# **The Ferguslie Group**

## **ANNUAL STAFF APPRAISAL POLICY**

### **Purpose**

1. We have a duty to our customers, investors and members to keep our performance under review and to ensure we meet the highest standards of corporate governance and service delivery. Performance management is an integrated approach that reaches across all business functions. We also use it to create a culture which encourages continuous improvement of business processes and of individuals' skills, behaviours and contributions.
2. Performance appraisals for staff are an important tool in how we manage our performance. Other tools include performance reports, risk registers, Board appraisals, internal audits and customer surveys.
3. Performance appraisals allow us to ensure all our employees contribute positively and appropriately to achieving our strategic objectives and operational targets and are held accountable for that contribution.

### **Our performance management framework**

4. Corporate strategic objectives provide the starting point for the appraisal process and are set out in our business plans. These are used to inform the annual delivery plan for each of the group organisations. These delivery plans set out the operational priorities and targets for the year. As part of the process of developing these annual delivery plans we hold a series of meetings to agree the contribution of each service area to delivering on these priorities and targets. This in turn is used to inform individual objectives and targets for the year ahead.

### **Our performance standards**

5. In addition to setting operational and performance targets, we have also developed a set of core values which we use to guide our behaviours. An important part of our staff appraisal process is to assess how well we demonstrate these values in our day-to-day behaviours. We are also planning to design and implement a set of service standards which we will use to drive further performance improvements. Our appraisal process will refer to these service standards in the future.

### **Detail of our staff appraisal policy**

6. We will conduct annual appraisals for all staff. These will normally take place in April each year and will begin with the appraisal of the Chief Executive and then cascade through the rest of the staff.
7. The purpose of the staff appraisal is to:
  - assess an employee's performance over the past year;
  - agree an employee's objectives and targets for the following year; and
  - identify any training and learning needs for the employee.
8. Each employee will complete an appraisal form and then have a one-to-one appraisal meeting with their line manager. This meeting will be structured as a two-way conversation, using the form as a focus for the discussion. Each employee will be required to assess their own performance and personal development requirements. Employees will also be invited to set out their objectives and targets for the following year. Line managers will offer feedback to the employee on their performance and agree a final set of objectives and targets with the employee.

9. Following the appraisal meeting, the form will be reviewed and then signed by the line manager and the employee and each will retain a copy. A copy of the completed appraisal form will also be held in the employee's personnel file.
10. Guidance will be made available to support line managers and employees conduct effective appraisals. Where the employee disagrees with the outcome of the appraisal, the appraisal form provides the employee with an opportunity to record their concerns. In exceptional circumstances, an employee may feel they have sufficient grounds to appeal the outcome of their appraisal. If so, they can request that the matter is referred to their manager's line-manager who will review the appraisal form (and any supporting documentation) and advise of their findings.

### **The outputs**

11. The outputs from the process will be:
  - A completed appraisal form signed by the employee and their line manager.
  - An agreement on the employee's contribution and performance over the past year.
  - An agreement on the employees' objectives and targets for the following year.
  - Identification of the employee's training and learning requirements.

**April 2018**

# **The Ferguslie Group**

## **PERFORMANCE APPRAISAL GUIDANCE FOR STAFF**

**April 2018**

## **Purpose of this Guidance**

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This guide has been prepared to assist staff implement our Staff Appraisal Policy. It provides an overview of the appraisal process and the supporting documentation as well as offers advice on how to prepare and conduct the appraisal from the perspectives of both manager and employee.

## **Purpose of Appraisals**

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Appraisals should be a two-way conversation between an employee (the appraisee) and their line manager (the appraiser). The main purpose is to review individual performance over the past year and set personal objectives for the forthcoming year. The expected outcomes from the appraisal meeting are:

- An assessment of an individual's performance is agreed;
- Personal objectives and targets are agreed for the following year;
- A personal development plan is drawn up (where appropriate).

## **Context**

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Performance appraisals are an important tool in how we manage our organisational performance. Other tools include performance reports, risk registers, Board appraisals, internal audits and customer surveys. Effective performance management requires an integrated approach and so it is recommended that this guide is read (and applied) in the context of our:

- Business Plans
- Annual Delivery Plans
- Risk Review
- Performance Management Policy & Process
- Staff Appraisal Policy

## **Contents of this Guide**

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This guide has been split into two sections to reflect the different roles staff will play in the process – sometimes as the line manager and sometimes as the employee. Part 1 is for line managers and Part 2 is for employees. Each Part has a slightly different structure:

### Part 1

1. What success should look like
2. Adopting good practice
3. Preparing for an appraisal
4. During an appraisal
5. Following an appraisal
6. Potential pitfalls to look out for

### Part 2

1. What success should look like
2. Preparing for an appraisal
3. During an appraisal
4. Following an appraisal

A copy of the appraisal form is attached to this guide.

## Part 1: For Line Managers

This section of the guide is for appraisers and should be read well before the appraisal meetings are set up. The guidance has been written to suit most circumstances, but there may well be situations where you may have to use your own discretion or seek advice from your line manager.

### 1. What success should look like

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An effective appraisal process should deliver positive outcomes for you, for the employee, for the organisation and for our customers. These outcomes should include:

- Improved organisational performance
- Improved customer satisfaction
- Improved employee engagement
- Improved team-working & collaboration
- Improved staff development
- Improved succession planning

You may find it helpful to have these end goals in mind as you prepare for and carry out the appraisal. This should help you to maintain a focus on learning and future performance, help you to steer the conversation in the right direction and help you to avoid getting stuck in minutia.

### 2. Adopting good practice

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Our appraisal process is based on a number of principles drawn from good practice. Thinking about these beforehand should help you to prepare for the appraisal meeting and ensure the conversation delivers positive outcomes.

**Demonstrate our values** - think about how you can use the appraisal process to demonstrate your own commitment to our core values. How will you reflect these values in how you listen, how you ask questions, how you offer feedback, how you challenge and how you offer support?

**Preparation is key** – make sure that you read the completed appraisal form in advance and think about specific examples of the individual's work, behaviour and training over the year. It is important that you also allow your staff the time that they need during the working day to prepare for their appraisal.

**Take your time** – make sure you set aside enough time for the appraisal meeting. As a rule of thumb, one hour should be sufficient. It is better to finish early than having to rush to finish. If you begin to realise that you have not allowed sufficient time to complete the appraisal, then re-schedule. Do not rush through the end of the appraisal.

**Be fully present** – make sure you are not distracted and are able to give 100% of your attention to the conversation. Try to set aside all other matters and take 5 mins to clear your mind before you begin.

**Encourage discussion** – the appraisal meeting should be a two-way dialogue between you and the employee. It is not a form-filling exercise and neither is it an opportunity for one person to vent their frustrations or initiate a disciplinary procedure. Focus on encouraging a conversation and using this conversation to explore past and future performance.

**Let staff do the talking** - expect and support the employee to do most of the talking. Invite them to start and finish the conversation, always ask open questions (that need more than a single word answer) and encourage them to explain and illustrate their answers. Some staff may be intimidated by the process, particularly if they are new to appraisals, and it is part of your role to put them at ease.

**Avoid surprises** - if you have ensured good, regular dialogue with the employee throughout the year, there should be no surprises in the appraisal meeting. The discussion and assessment of past performance should be straightforward allowing you both to focus on planning for the year ahead.

**Respect confidentiality** - the conversation may touch on personal, domestic or other circumstances which may have affected, or are likely to affect future job performance. It is important that this information is treated with the utmost respect. When planning the venue for the meeting, ensure that neither of you will be interrupted or overheard during the conversation.

### **3. Preparing for an appraisal**

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#### **Set the date**

Arrange the appraisal meeting for April. Set a date that is after your own appraisal and gives the employee sufficient notice and time to prepare. 10 days' notice is probably sufficient. Choose a time convenient to both of you and try to avoid near the end of the working day. Allocate 45-60 mins for the meeting.

#### **Issue the appraisal form**

Provide each employee with a copy of the appraisal form. Set a return date for the completed form a few days before the appraisal. You may wish to go through the form with those you will appraise to ensure they understand what is required of them. For new members of staff and those who are new to appraisals, you may need to provide them with additional support. Ensure everyone also has access to the following:

- The annual delivery plan for last year
- Their objectives and targets for last year
- The annual delivery plan for next year
- Their current job remit
- Notes from their One-to-One meetings

### **Check the returned form**

Check the form when it is returned to you. New members of staff will find it impossible to complete the whole of this form and some staff may find it difficult to complete fully. Where you notice sections are incomplete or the employee has misunderstood what is required, you may wish to invite the employee to review their form again before the meeting.

### **Review the completed form**

Consider what the employee has written in the form. Ask yourself:

- Is the employee new to appraisals and if so, what support do they need?
- Has the employee understood their role, responsibilities and performance requirements clearly?
- Overall, has the employee shown, in how they completed the form, a willingness to drive performance improvement? If not, how will you foster this?
- Do you agree with how the employee has assessed their own performance? If you don't, is the difference significant? If there is a significant difference, what examples can you offer to support your own assessment?
- What positive and developmental feedback can you give the employee? How do you plan to structure this?
- Have there been factors out with the employee's control that have affected their performance?
- Has the employee correctly identified where they can improve? Has the employee correctly identified their learning needs for next year? What support and encouragement can you offer them?
- Has the employee set appropriate objectives and targets for themselves? If not, what do you think these should be and how do you plan to explain this? Will you need extra time after the appraisal meeting to consider these further?

### **Gather evidence**

Be prepared to offer examples and evidence to support your views. This is helpful to the employee regardless of whether you agree or disagree with the employee's views or whether the employee has performed above or below the required standards. You may find it helpful to seek the views of other colleagues to broaden, inform and validate your own experiences.

### **Develop performance expectations**

Consider the future development of the employee and identify where and how they could strengthen their own performance. In the future we may decide to develop a competency framework, but for now, it can be helpful to the employee to set this out in terms of reflecting our core values and underlying approach. Remember that there are many ways to address development needs and it is not always necessary to attend a training course. Options could include attending meetings, reading, learning from others or shadowing.



### **Develop specific objectives and targets**

Consider the operational priorities and performance targets set out in the annual delivery plan for the forthcoming year, those set for you by your own line manager, and the role to be played by this employee. Where you disagree with those suggested by the employee, it can be helpful to draft out your own thoughts before the appraisal meeting and be ready to explain them at the meeting.

## **4. During an appraisal**

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### **Suggested agenda**

Use the following as a structure for the appraisal meeting:

1. explain the purpose and scope of the meeting
2. invite the employee to say how they found completing the form
3. invite the employee to take you through their completed form, one section at a time (with you asking questions and offering feedback, support and challenge as required)
4. summarise what you have agreed in terms of the objectives, targets and support needs for next year
5. Invite the employee to raise anything else they want to say
6. confirm what happens next.

### **Take notes**

Take notes during the meeting. This will help you to complete the form. You will take the form away from the meeting and arrange for it to be typed up, making any amendments which were agreed in the meeting. You will add your own comments and sign the form. You will then pass the form to the employee to add any comments of their own and to sign the form.

### **Ask open questions & resist imposing solutions**

It is better to ask questions than to offer advice. Asking questions can help:

- the employee feel they are being listened to
- you to understand the issue from the employee's perspective
- encourage the employee to discuss their strengths and weaknesses
- the employee to see other viewpoints
- the employee to drive their own performance improvement
- build consensus.

Try to avoid offering your own solutions too early in the conversation, but rather invite the employee to make suggestions and work together to explore the possibilities.

### **Give honest feedback**

Be honest in your feedback and make sure you are being fair and balanced. Identifying skill gaps is important but so is giving people encouragement and recognition. If it is necessary for the employee to improve their performance, it will be counterproductive for you to gloss over their weak points and stress their good

points in order to make the meeting as friendly as possible. It is important to encourage employees to discuss their weaknesses openly and to encourage them to suggest ways in which they can improve.

### **Running out of time**

If you both need more time to finish the meeting, arrange to meet again, ideally the following day. Do not rush to finish.

## **5. Following an appraisal**

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### **Completing the form**

It is unlikely that the appraisal form will be fully completed during the meeting itself. As the manager, you are responsible for ensuring it is completed as soon as possible and that both you and the employee have signed it and kept copies. You must also arrange for a copy to be retained in the personnel/HR records.

### **Personal Development Plan**

As the line manager you are also responsible for ensuring a personal development plan is drawn up for the employee and that any training needs are fed into the team or organisational training plan.

### **Take action**

It is essential that you follow up any points arising from the meeting where you have agreed to take action. For example, it may be necessary to request a change to an employee's job remit where the appraisal has revealed that it is now out of date.

### **Failure to agree**

In the event that you and the employee fail to reach agreement on past performance, next year's performance objectives and targets, or the employee's learning and support requirements (e.g. the personal development plan), it is your responsibility to complete the form ensuring your performance assessment of the employee for last year and your performance requirements for the employee for the following year are clear. The employee may note any outstanding concerns they have in the comments box at the end of the appraisal form.

In exceptional circumstances, an employee may feel they have sufficient grounds to appeal the outcome of their appraisal. If so, they can request that the matter is referred to your line manager who will review the appraisal form (and any supporting documentation) and advise of their findings.

## **6. Potential pitfalls**

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Even the most seasoned appraiser can sometimes fall into these traps. Watch out for them happening to you and take corrective action if you spot them.

### **The central tendency**

As a general rule, people have a tendency to take the middle ground. Think about when we ask our customers to rate their satisfaction with our services – very few will say “very good” or “very poor” preferring to choose somewhere in the middle. Each end of the scale can seem a bit extreme for most of us. However, our natural tendency to want to take the middle ground when appraising staff can result in a missed opportunity to offer valuable feedback. Try to make sure you are not missing such an opportunity.

### **Variations in assessments**

Between all managers, there will probably be some appraisers who are overly generous and others who are overly critical in their performance assessment. In order to even this out, all managers will be appraised before they go on to appraise members of their own team (i.e. the appraisals will cascade down through the organisation). This should help to set a consistent approach. However, if you are worried that this could be an issue for you (say, if you are new to appraising staff) then you may wish to approach your own line manager to confirm your assessments. The person nominated to monitor the appraisal system should also seek to identify any variations in reporting standards and offer help to those managers who need it.

### **The 'halo' and 'horns' effect**

This is when line managers allow the performance in one area to excessively influence their overall performance assessment. This is known as the “halo effect” where good performance in one area is overly emphasised and as the “horns effect” where poor performance in one area leads to overall performance being down-graded. This situation can be best avoided by the line manager ensuring each performance area is assessed before moving on to the next performance area.

### **Emphasis on the recent past**

The appraisals are concerned with performance across the whole of the previous year. Sometimes it can be difficult to recall events and assess performance which occurred in the early months of the year. This can result in managers (and employees) focusing on more recent events which can distort the performance assessment. This problem can be difficult to avoid during the appraisal meeting as it is usually too late by then. If you think this may happen to you it can be helpful to keep some notes on staff performance during the year (e.g. from the one-to one meetings) as an aide memoire for the appraisals.

### **Self-assessment**

Employees' assessment of their own performance and potential is important and sits at the heart of an effective appraisal. But it is subjective. Your own observations are also subjective. It is important that you bring balance to the conversation and bring more objective evidence into the conversation to allow a more robust and balanced assessment to take place. This will require you to be well-prepared for the conversation and where practical to do so, to have sought views and gathered performance information from several sources.

## Part 2: For Employees

This section of the guide is for appraisees and should be read before you complete the appraisal form. The guidance has been written to suit most circumstances, but there may well be situations where you may have to seek clarification from your manager.

### 1. What success should look like

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An effective appraisal process should deliver positive outcomes for you, for your manager, for the organisation and for our customers. These outcomes should include:

- Improved organisational performance
- Improved customer satisfaction
- Improved employee engagement
- Improved team-working & collaboration
- Improved staff development
- Improved succession planning

You may find it helpful to have these end goals in mind as you prepare for your appraisal. This should help you to maintain a focus on learning and future performance, help you to steer the conversation in the right direction and help you to avoid getting stuck in minutia.

### 2. Preparing for an appraisal

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#### **Agree to a date for the meeting**

Your manager will suggest a date for the appraisal meeting, probably in April. They will aim to give you around 10 days' notice of the meeting so that you have sufficient time to prepare. Agree a time that is convenient to you and try to avoid near the end of the working day. Your manager will normally allocate 45-60 mins for the meeting.

#### **Gather the supporting documentation**

It is recommended that you gather the following documents together and use these to help you complete the form:

- The annual delivery plan for last year
- Notes on your personal objectives and targets for last year
- The annual delivery plan for next year
- Your current job remit
- Notes from the year's One-to-One meetings

### **Complete the appraisal form**

You will be issued with an appraisal form to complete in advance of the meeting. A copy is attached to this guide. You will be given time during the working day to complete the form. Your manager will set a return date a few days before the appraisal meeting to allow them sufficient time to consider what you have written. The form should be straightforward but if it is not, then please seek further clarification from your line manager. If you are a new member of staff or are new to appraisals, you may wish to read Part 1 of this guide so that you have a full understanding of the process.

### **Consider your future development.**

In completing the form, it is important that you give some serious thought to your own personal development. How would you like to improve your performance? Are you looking to further your career? Are you interested in developing new skills? What support would you like from your manager or the organisation? Remember that there are many ways to address development needs and it is not always necessary to attend a training course. Options could include attending meetings, reading, learning from others or shadowing. What commitments can you give to taking steps to develop yourself?

### **Develop your own objectives and targets.**

You are being invited to draft your own personal objectives and targets for the next year. You are expected to take into account the operational priorities and performance targets set out in the annual delivery plan for the forthcoming year, any additional projects already allocated to you by your line manager, and your own job remit. During the meeting you and your manager will review your suggestions together and either agree them or make some revisions. This is your opportunity to shape your work for next year.

### **Make some notes for the meeting**

Consider what points you wish to raise during the appraisal to help explain your performance or shape your objectives for next year. For example:

- Did you find the form difficult to complete? What sections did you struggle with? What would have made this easier?
- Do you fully understand your role, responsibilities and performance requirements? If not, where could you benefit from clarification?
- Overall, how well do you think you are performing? What examples can you offer to support your assessment?
- Do you find any of the organisation's values particularly challenging? Why do you think this is?
- What feedback from your manager would be useful for you? How will you ask for this?
- Have there been factors out with your control that have affected your performance? In hindsight, what could you could have done about this?
- Where do you think you can improve? What action will you take to make these improvements?
- What learning or support would be helpful to you?

- How did it feel to draft out your own objectives and targets? How easy did you find this?

### **Gather evidence**

Your manager may ask you to justify what you have written in the appraisal form so be prepared to offer examples and evidence to support your views. It will be helpful to gather these examples while you complete the form and certainly in advance of the meeting. You may find it helpful to talk to some of your colleagues as this may serve to remind you of instances which support the points you wish to make.

### **Return the form**

Make sure you return the completed form to your line manager by the due date. Check that you have completed all sections as fully as you can. Although new members of staff are likely to find it impossible to complete the whole of this form.

## **During an appraisal**

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### **The agenda**

Your manager is likely to follow this structure for the appraisal meeting:

1. They will explain the purpose and scope of the meeting
2. They will invite you to take them through your completed form, one section at a time (they are likely to ask questions)
3. They will summarise at the end what you have agreed in terms of your objectives, targets and support needs for next year
4. They will give you an opportunity to raise any further points
5. They will confirm what happens next

### **Your manager will take notes**

Your manager is likely to take notes during the meeting to help them complete the form. They will take the form away from the meeting and arrange for it to be typed up, making any amendments which were agreed in the meeting. They will add their own comments and sign the form. They will then pass the form back to you for you to add any comments of your own and to sign the form.

### **Your manager will ask questions**

They will ask questions in order to:

- understand the issues from your perspective
- encourage you to explore your strengths and weaknesses
- help you to identify effective solutions
- explore your own ambitions and those you have for the organisation
- reach agreement with you

### **Your manager will give you feedback**

Expect to receive honest feedback from your manager. Expect also to receive feedback that is both fair and balanced. The feedback will be designed to identify any skill gaps you may have as well as designed to offer you encouragement and

recognition. If your manager thinks there is a need for you to improve your performance, they will encourage you to discuss your weaknesses openly and will encourage you to suggest solutions that will work.

### **Your manager will focus on organisational performance**

While the focus of the conversation is on you and your performance, your manager must also keep an eye on the vision and objectives set out in the business plan and the annual delivery plan, ensuring that your contribution over the next year will be positive and significant. For this reason, you may find that during the meeting your manager will encourage you to be more ambitious and stretch yourself a bit further. Unless all our people aim high and develop, then the delivery of the business plan may be at risk.

### **Running out of time**

If you both need more time to finish the meeting, then it is acceptable to arrange to meet again, ideally the following day. Do not allow yourself to feel rushed to finish.

## **Following an appraisal**

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### **Completing the form**

It is unlikely that the appraisal form will be fully completed during the meeting itself. Your manager is responsible for ensuring this is completed as soon as possible and that both of you have signed it and kept copies. Your manager will also arrange for a copy to be retained in the personnel/HR records.

### **Personal Development Plan**

Your line manager will also be responsible for ensuring a personal development plan is drawn up for you based on your conversation during the meeting. Any training needs that were identified will be fed into the team or organisational training plan.

### **Follow up action**

It is essential that both you and your manager follow up on any action points agreed during the meeting. For example, your manager may have agreed to review your job remit where the appraisal revealed it is now out of date, or you may have agreed to share your ideas on an issue with a colleague.

### **Failure to agree**

Should you strongly disagree with your manager's final assessment of your past performance, your performance objectives and targets for next year, or your learning and support requirements (e.g. the personal development plan), then you can record your concerns in the comments box at the end of the appraisal form.

In exceptional circumstances, you may feel you have sufficient grounds to appeal the outcome of your appraisal. If so, you can request that the matter is referred to your manager's line-manager who will review the appraisal form (and any supporting documentation) and advise of their findings.

# The Ferguslie Group Staff Appraisal Form April 2018

**OUR VISION:** *Where the potential of Ferguslie Park is fully realised.*

**OUR PURPOSE:** *To work together to regenerate Ferguslie Park and to work with partners to channel ideas, action and investment.*

**OUR APPROACH:** *To drive forward a better future and a better now, for all.*

## Guidance for completing the form

Please take time to complete this form. The purpose of your appraisal meeting is to help your development within the organisation. The appraisal meeting is a constructive 2-way discussion between you and your line manager based on your overall performance over the last year and your personal objectives and targets for next year. The steps below are a guide to filling out this form:

- 1) Roles and Responsibilities** - Please list the main roles and responsibilities you have in the day to day activities in your role but don't repeat your job description.
- 2) Last year's Targets & Objectives** - Please list the targets & objectives you agreed with your manager for this past year and comment on what went well and what didn't go so well.
- 3) Main Achievements** - Please give examples of what you feel have been your main achievements in the last 12 months. These can be from the targets and objectives you agreed with your manager or from additional work you have undertaken.
- 4) Reflecting our Values** - Please consider your performance against our core values together with any support you may require.
- 5) Suggestions for Improvement** - Please list areas where you think you can improve and provide your ideas of how you could go about making this happen.
- 6) Learning Opportunities** - Please list all the training or learning you have undertaken in the past year and highlight any learning you would like to do to support your performance and career development and how you would like this to take place.
- 7) Objectives & Targets for Next Year** - Please list the new objectives and targets you think you should have for the following year. You will find it helpful to refer to the priorities and targets set out in Annual Delivery Plan.

**All of the above points will be discussed with your line manager at your appraisal meeting.**

Name.....Job Title.....

Date of Appraisal meeting .....Date form to be returned to Manager.....



**Roles and Responsibilities**

Please describe your **main** duties and responsibilities

**Last Year's Targets & Objectives**

Please list targets and objectives you previously agreed with your manager and assess your own performance ( insert ✓)

Target/Objective	Exceeded	Achieved	Partly Achieved	Not Achieved

Please provide comments on what went well and what did not go so well.

### Reflecting our Values

Please consider your performance against each core value. If you consider there is room for development, try to think about any form of training and support that could help you do this.

Core value	Fully effective	Room for development	Training / support
All staff: Professionalism			
Integrity			
Compassion			
Inclusion			
NTC staff: Creativity			
Dynamism			

### Main Achievements

Please describe the main achievements you have made in the past year.

### Suggestions for Improvement

Please provide suggestions for how you could improve and any ideas of how you can go about this.

## Learning Opportunities

What new things have you learned this year and who helped and supported you to achieve this. What learning do you think you will need over this next year.

Description of the Learning	Support

**New Objectives & Targets**

Please suggest personal objectives and targets for next year.  
Use the Annual Delivery Plan as a guide.

**Target/Objective**

**When I will complete**

**Manager's Comments**

**Employee's Comments**

Manager's Signature..... Date .....

Employee's Signature ..... Date .....

