



**APPRAISAL**

**PART ONE**

Appraisal of:	<b>SURNAME:</b>	<b>INITIALS:</b>	<b>GRADE:</b>
Appraised by:	<b>SURNAME:</b> (Senior or equivalent, responsible for the assignment)	<b>INITIALS:</b>	<b>GRADE:</b>

**CLIENT**

<b>Name of Client:</b>	
<b>Type of Business:</b>	
<b>Dates of assignment:</b>	
<b>Reporting Partner</b>	

**PART TWO**

**General Comments:**

(Briefly describe the tasks assigned and the level of responsibility given, noting any special requirements).

Was this your first experience of this type of work?	Yes	<input type="radio"/>	No	<input type="radio"/>
Was the assignment computer-based?	Yes	<input type="radio"/>	No	<input type="radio"/>
Were you required to supervise other staff?	Yes	<input type="radio"/>	No	<input type="radio"/>
If yes, staff grade(s) supervised				
Did the assignment involve significant client liaison?	No	<input type="radio"/>	Personal	<input type="radio"/>
			Written / telephone	<input type="radio"/>
If so, at what level?	Director/Proprietor	<input type="radio"/>		
	Senior Management	<input type="radio"/>		
	Middle	<input type="radio"/>	Junior	<input type="radio"/>

<b>PART THREE</b>					
<b>Rating (Note that comment is required for all ratings)</b>					
<b>Performance by Area</b>	<b>Ratings</b>				<b>Comments</b>
	<b>Very Good 1</b>	<b>2</b>	<b>3</b>	<b>Poor 4</b>	
<b>Technical</b>					
<b>Professional</b>					
<b>Motivation and Drive</b>					
<b>Social Skill</b>					
<b>Adaptability</b>					
<b>Thinking and understanding</b>					
<b>PART FOUR</b>					
<b>Follow-up (Routing: appraiser, appraised, manager-training, manager-partner)</b>					
<b>Discussed with/appraised by:</b>					<b>(Appraiser or Training Manager)</b>
<b>Signed:</b>					<b>Date:</b>
<b>Appraisee's comments:</b>					
<b>Signed:</b>					<b>Date:</b>
<b>Actions agreed:</b>					
<b>Comments by Partner:</b>					
<b>Signed:</b>					<b>Date:</b>

## GUIDANCE ON RATINGS

- (i) **Technical**  
In relation to the past experience of the appraised consider:
- Knowledge of firm's procedures/stationery
  - Accounting knowledge
  - Understanding of auditing principles
  - Other areas: Taxation, Trusts, etc.
  - The application of the above
- (ii) **Professional**  
Consider factors such as:
- Independence of mind and objectivity
  - Standard of work
  - Speed of work and administrative ability
  - Time-keeping
  - Appearance
  - General manner
- (iii) **Motivation and drive**  
Consider factors such as:
- Enthusiasm and application
  - Ability to motivate and control others
  - Initiative
  - Perseverance
  - Determination
  - Boredom and lack of involvement
  - Contribution to the audit
  - Loyalty
- (iv) **Social Skill**  
Consider factors such as:
- Establishment of rapport with client and audit team
  - The confidence he or she inspires in you
  - Tact
  - Unsociable, gauche, insensitive to others
  - Tendency to over-react
  - Avoidance of eye contact
  - Ability to cope with stress
- (v) **Adaptability**  
Consider appraised's ability to modify his or her approach under the following circumstances:
- New industry for the student
  - Working conditions (location and hours)
  - Audit team
  - Client personnel
- (vi) **Thinking and Understanding**  
Consider factors such as:
- Analytical, comprehension and assessment skills
  - Ideas or alternatives offered by the appraised
  - Exercise of judgement based on the above
  - Ignores information