

Date Issued 18 November 1999

Last Revised November 2019

Department Corporate

Title **Staff Appraisal System**

Objective To identify future priorities and requirements, review work performance and training during the previous year, and identify training requirements for the coming year, in order to ensure delivery of our Vision and our Business Plan

Responsible Chief Executive

Review Date November 2024

1.0 PURPOSE

1.1 The main reason for carrying out staff appraisals is to improve our performance in achieving our objectives and delivering our Vision and our Business Plan, by maximising individual employee and team potential.

1.2 It is recognised that a review of individual and team achievements in the context of Job Descriptions and workload can improve performance through:

- Identification of an individual's contribution to the delivery of our Vision and Business Plan
- Providing an opportunity for staff to contribute to the organisation's development
- Clarification of an employee's duties and role in the team
- Identification of training needs
- Identification of support needs
- Giving future direction to the job through the identification of objectives
- Building good relationships between staff members

2.0 PRINCIPLES

2.1 We recognise that best results will only be achieved if the appraisal process is conducted in an atmosphere of mutual respect.

2.2 Our appraisal process supports our "Healthy Happy Homes" vision and Supportive Staff Structure.

- 2.3 Our appraisal process commences with staff from the Service Provision Zone down to Senior Management in the Strategy and Development Zone. This process runs in tandem with Management Committee Strategic Planning.
- 2.4 Our appraisal process will assess the overall achievements rather than day to day details and focus on staff ideas for Departmental Actions Plans and Business.
- 2.5 Staff appraisals will normally be carried out quarterly with a full year review annually.
- 2.6 The aim of our appraisal process is to achieve mutual assessment and agreement on the employee's performance in achieving their work priorities, setting their future work priorities to ensure delivery of our Vision and Business Plan, and identifying any training requirements.
- 2.7 The appraisal process should not be used as a mechanism to admonish or reward particular staff, nor should it be seen as an opportunity for the staff member to raise issues which have not previously been brought to the appraiser's attention.
- 2.8 We will ensure that Management Committee members, managers and staff involved in carrying out appraisals undertake appropriate training.
- 2.9 The success of the appraisal interview should not be influenced by the relationship between the appraiser and the appraisee at the time. This must be recognised by both parties to the interview and their expectations should realistically reflect this.
- 2.10 A completed Appraisal Form is a confidential document and only the employee, employee's line managers, Executive Support Officer and Chief Executive, will have access. Appraisal Forms will therefore be kept securely.
- 2.11 The Management Committee will receive an annual report from the Chief Executive on the implementation of the staff appraisal process.

3.0 APPRAISAL PROCESS

- 3.1 Appraisals will commence with staff and flow through the Managers to the Chief Executive. Staff appraisals will be held in June, September, December and March each year and must be completed by the last day of the month.
- 3.2 The quarterly review meetings should take approximately 15 minutes to discuss the progress of an individual's work/training plan and to evaluate the actions of the business plan.
- 3.3 The third quarter review meeting must be completed by Christmas so that each Manager develops a draft Departmental Action Plan. This Plan will

include resource requirements and projects that the department wishes to take forwards in the coming year.

- 3.4 The draft Departmental Action Plan will feed into the budget and business planning processes along with actions arising from the Management Committee planning days. The budget will be set in February and the Business Plan in March.

3.5 The Appraisal Interview

The employee will be given sufficient time during working hours to prepare for the interview and should understand the framework and objectives of the appraisal process. They should take time to fill in the Appraisal Form which will form the basis of discussion with their line manager at the appraisal interview. The appraiser should identify and clarify in advance if there are key areas for discussion at the appraisal. Managers and staff should have regular discussions about work, their contribution and its relationship to the organisation's objectives throughout the year.

3.6 Who Appraises Who

The intention is that all employees will be appraised. The person carrying out the appraisal must have direct influence and experience of the appraisee's work and performance, and be capable of implementing most of the recommendations arising from the appraisal. In the Chief Executive's case the appraisal will be carried out by the Chair and/or Vice Chair.

3.7 The Appraisal Form

The Line Manager will issue the Appraisal Form, a Job Description to the employee at least 2 weeks before the review meeting is due to take place. The form will state the date it should be returned to the appraiser, usually one week prior to the appraisal interview.

The Appraisee should take time to complete the Appraisal Form, taking account of the guidance notes, as this will form the basis of the discussion with their line manager. Upon receipt of the completed Appraisal Form, should the line manager feel there are significant areas for discussion then these should be highlighted to the appraisee before the meeting, bearing in mind that there should be no element of surprise, on either side.

3.8 The Appraisal

A period of 15 minutes should be allocated for each review meeting and 45 - 60 minutes should be allocated for the annual review meeting. The appraiser and appraisee will agree the work/training plan objectives and timescales at the appraisal.

3.9 Post Interview Arrangements

After the interview, the appraiser will complete the appraiser's report section of the Appraisal Form electronically, on the key areas of discussion as well as the agreed work/training plan. This will be emailed to the appraisee who will have an opportunity to comment further. The appraisee should then print off a copy of the Appraisal Form with their comments, sign it and return the appraisal form to their line manager.

In the event that the appraiser and appraisee fail to reach agreement on any matter directly relating to the appraisal, the matter may be referred to the Director of the Service at the appraisee's request. In the Chief Executive's case, referral will be to a nominated Office Bearer that did not carry out the initial appraisal. The appraiser and appraisee should seek to reach agreement in the first instance.

Managers will meet with their staff on a quarterly basis to review the progress of the agreed work/training plan and review the Business Plan.

4.0 POLICY REVIEW

4.1 The Chief Executive will ensure that this policy is reviewed every five years.