



Appraisal Procedure

1. INTRODUCTION

Appraisal provides an opportunity to raise the quality of services provided by the Company through a highly motivated and competent workforce. If done well it will support the Company's strategic ambitions by translating high level strategy into each individual's role, increase job satisfaction, identify appropriate training and development and provide an opportunity for personal development based on informed feedback. The Company's core values of "responsibility", "respect" and "professionalism" should be embedded in the planning and review of work performance and learning for all employees, as should the Company's duty to promote equality and diversity.

The aim of the scheme is to be highly participative. Emphasis is placed on self-appraisal and ensuring that staff have a major role in determining their own development. It is also future orientated, being chiefly concerned with setting objectives and improving performance. All staff should see it as a positive process.

2. PURPOSE OF THE SCHEME

2.1 The purpose of the appraisal scheme is to:

- review performance;
- set objectives for the future;
- review Continuous Professional Development (CPD) activity and the impact of this;
- identify future training and development needs.

3. ELIGIBILITY

3.1 The appraisal process applies to all staff.

3.2 Employees in their probationary period should be set short term objectives after their first 3 months of employment with the Company. The timescales for achieving these objectives should be set to slot into the Company appraisal cycle and be appropriate to the length of time left in the cycle, their job role and hours. They are therefore likely to extend beyond the probationary period. These initial objectives should be reviewed in the employee's first appraisal and new objectives for the future may then be set as appropriate.

3.3.3 Redundancy – it will not be appropriate for anyone at risk of redundancy to have an appraisal.

4. FREQUENCY

4.1 To comply with the policy two meetings a year should take place.

4.2 A review should take place around 6 months after objectives are set. This is to discuss progress against objectives. It provides an opportunity to ensure that initial objectives are still appropriate and if necessary,

agree new or revised objectives. Line managers should not, however, wait until an appraisal or objective review to praise individuals or raise any issues with them as this should be a continuous process.

5. TIMING

5.1 Each manager should agree the best timescales for their appraisals.

6. APPRAISERS

6.1 The individual's immediate line manager will normally conduct the appraisal. If there is a disagreement over the person nominated then in very exceptional circumstances it may be possible for an alternative nominated appraiser to undertake the appraisal.

6.2 Where an individual's role requires them to be responsible to, or work closely with two managers, only one manager will normally conduct their appraisal, unless the appraisee agrees to both managers participating. If only one manager conducts the appraisal the absent manager should provide feedback to the manager conducting the appraisal before the meeting takes place. They should also have opportunity to comment on the appraisal forms. This also applies to the 6 monthly review meetings.

6.3 No appraiser will undertake appraisals without having received appraisal training. Training will be coordinated by the People Development team and communicated via Staffnet. One to one support is available through HR Business Partners.

7. OBJECTIVES

7.1 Objectives are set annually.

7.2 Individuals are usually set 4 key objectives with an objective linked to personal development. However for some staff it will be appropriate to have less than 4.

Some staff/roles may have generic objectives or standards. Example objectives are on the Staffnet.

7.3 If a member of staff is part-time they should be set 4 objectives however the scope of these should reflect the hours they work.

7.4 Individual objectives should be SMART; Specific, Measurable, Achievable, Realistic and Time related. This is to ensure that objectives are fair, reasonable and success in achieving objectives can be monitored.

7.5 Agreed objectives must be job related and linked to an individual's job description. The appraisee should see their objectives as part of their role and not additional to it.

7.6 When the department manager meets with all the appraisers, they should not only agree timeframes, as mentioned in point 4.3, they should also discuss Company and departmental priorities to inform the setting of objectives.

7.7 When setting objectives, consideration should be given to baseline evidence i.e., where the appraisee is now, where they want/need to be and how will they get there. At the end of the cycle the same evidence can be measured to show impact.

8. APPRAISAL DOCUMENTATION

- 8.1 Appraisal forms should be used to plan and record the appraisal meeting and should include a review of performance, the objectives that have been set and the personal development plan.
- 8.2 Copies of appraisal documentation should be retained by the appraisee and appraiser for regular review and monitoring. Copies should also be returned to HR to be kept on personal files. The appraiser should update MyHR immediately following the appraisal meeting.
- 8.3 All documentation to support the appraisal process is available on Staffnet. This includes:
- appraisal form;
 - guidance notes for the appraiser on how to prepare, conduct and follow up on an appraisal;
 - guidance notes for the appraisee on how to prepare and get the most from their appraisal;
 - guidance notes on personal development planning, CPD and the link with appraisal;
 - guidance notes on values and behaviours and how to use these to set objectives and review performance;
 - questionnaire to evaluate the appraisal process;
 - example objectives.

9. THE APPRAISAL MEETING

9.1 The appraisal meeting should be scheduled to last no longer than an hour.

9.2 Before the meeting

Preparation by both parties on what has worked well and areas for development.

9.3 During the meeting the appraiser should

- 9.3.1 Set the scene. Explain the purpose of the meeting and how long it will take. Talk through the paperwork. Emphasise the meeting should be an open and honest two-way discussion.
- 9.3.2 Review. Be constructive, give praise where due and discuss areas where improvement is needed in a positive way. Listen to and discuss staff needs in regards to their development. Agree any appropriate changes to the job description. Use the preparation form to guide the discussion and review the CPD the appraisee has undertaken. If there are any issues these should be raised halfway through this stage of the meeting; however there should be “no surprises”. This stage of the meeting should be closed on a high note.
- 9.3.3 Agree objectives. Having reviewed performance the year ahead should be discussed and where appropriate 4 objectives agreed.
- 9.3.4 Identify training and development needs. Having reviewed performance and agreed objectives consideration should be given to the support an individual will need to achieve their objectives.
- 9.3.5 Summarise. Summarise the meeting re-iterating who will do what, confirm the objectives and agree the date for the next meeting.

9.4 After the meeting

Agree who is to write up the review and targets using the appropriate paperwork. This should be signed by both the appraiser and appraisee within a week of the meeting and the manager should update MyHR.

9.5 Spend about 60% of the time reviewing and 40% of the time setting targets and discussing the future.

10. LINKS TO OTHER PROCESSES

10.1 Lesson observation process

Feedback from teaching observations must be used during the appraisal process for delivery staff. Outcomes of the observations should inform objectives.

10.2 CPD

All full-time staff are required to fulfil a minimum of 30 hours CPD a year. This is pro rata for part-time and sessional staff but should not be below a minimum of 6 hours a year.

The personal development plan that is put together during the appraisal process feeds into the 30 hours CPD.

10.3 Promotion and salary review

The appraisal is separate from pay and therefore matters relating to salary will not be discussed during the appraisal meeting.

11. CONFIDENTIALITY

11.1 All discussions during the appraisal interview will be confidential to the appraiser and appraisee. The priority tasks agreed are not confidential and will be disseminated as appropriate.

12. TABLE OF RESPONSIBILITIES

Director/Head of School or Service	<ul style="list-style-type: none">* Ensure all staff in their area are appraised in line with the appraisal procedures and cycle.
Appraisers	<ul style="list-style-type: none">* Conduct an annual appraisal and 6 monthly review.* Complete all appropriate paperwork and ensure this is signed and returned to HR and appraisee.* Share with appraisees information about Company and departmental objectives as well as objectives for the appraiser/team where these are relevant and appropriate.* Are familiar with the Company Appraisal Procedure.* Attend appraisal training.* Update MyHR.
Appraisees	<ul style="list-style-type: none">* Prepare for and participate in their appraisal.* Ensure they are aware of the procedure.* Attend appraisal training.
HR	<ul style="list-style-type: none">* Write and review the Appraisal Procedure.* Issue reminders to appraisers and appraisees that appraisals are due.

Monitor the operation of the scheme.

- * Provide advice and support to staff and managers on the operation of the procedure.

Arrange appraisal training.

- * Retain appraisal records on individual's confidential files.
- * Review personal development plans to identify generic training needs that link into the department/school staff development programme.

13. EQUALITY AND DIVERSITY

- 13.1 The line manager will ensure there are no barriers that could impact on the individual's ability to participate in the appraisal process, for example, if an individual has a disability appropriate reasonable adjustments should be made.

14. APPEAL

- 14.1 There may be occasions where the appraisee and appraiser may not agree on who carries out the appraisal or the outcomes of the appraisal meeting. Where this happens both should meet with the appraiser's manager as soon as possible to discuss areas of disagreement.
- 14.2 If this is not appropriate HR will appoint another senior representative to act in this capacity. This person will be responsible for making a final decision concerning the appraisal and should confirm their decision in writing to both parties. If after this process the appraisee remains unsatisfied then they should follow the Grievance Procedure.