



## **APPRAISAL POLICY & PROCEDURE**

### **Background**

- 1.1 Appraisals are part of the performance management. Within Pillar Kincardine appraisal is about motivating and developing employees and supporting them in performing their roles to the highest standard possible. This is achieved through the provision of opportunities for them constructively to discuss their performance with the Service Manager and, in particular, to identify areas for development and mutually agreed ways in which those needs can be met.
- 1.2 Performance management is a comprehensive, continuous and flexible approach to the management of organisations, teams and individuals and is a natural process of management. Effective performance management is essential to the ongoing success of any organisation. It includes creating a shared vision of the purpose and aims of Pillar Kincardine and ensuring that each employee understands how they contribute to them.
- 1.3 In support of this, Pillar Kincardine expects all its employees to participate in the appraisal process positively and constructively, whether they are conducting an appraisal or being appraised. All employees should receive constructive feedback on a regular basis from the Service Manager about their achievements at work not just through the formal annual appraisal.
- 1.4 Appraisals should be a positive experience, although development needs and areas where performance has been less strong should also be discussed. It does not replace normal day to day feedback for work done well or where there are problems. Pillar Kincardine expects the Service Manager to have meetings with their employees at regular intervals throughout the year to discuss how they are doing.

### **Scope**

The appraisal policy and procedure applies to all staff. The Service Manager is responsible for ensuring that appraisal policies and procedures are applied fairly and consistently and with regard to equal opportunities.

## **Principles**

### *Fair and Objective Appraisal*

As well as being an opportunity to discuss development, an important part of appraisals is the objective assessment of performance against specific objectives and the employee's job description. In addition it may also reflect upon on the wider contribution of the employee to the work of the relevant part of Pillar Kincardine. Appraisals will be conducted fairly and in line with Pillar Kincardine's Equal Opportunities Policy.

### *Formal Annual Appraisal*

All employees will receive an annual appraisal from the Service Manager. The Service Manager and employee should reflect on critical incidents and past behaviour to identify their future development needs. Feedback may be gathered from other employees. Employees are responsible for their own professional development but need to feel satisfied with the support received from their manager.

### *Observations*

An appraisal procedure may incorporate a system of observations of work (for example, group observation in the case of Project Worker and Support Worker staff). Feedback must be made based on objective criteria.

### *Clearly understood process*

The Service Manager and employee are responsible for ensuring they fully understand the appraisal, (and where applicable pay review procedures), and are responsible for identifying any briefing or support they need to enable them to participate effectively in the appraisal process.

### *Confidentiality*

All issues discussed within the appraisal are to be kept confidential by both the employee and the Service Manager. Any failure to keep matters confidential could lead to disciplinary action. The appraisal should be kept on the employee's file and access restricted in line with the requirements of the Data Protection Act.

## Procedure

- Appraisal arrangements for new employees should be managed within the induction procedures.
- A meeting is arranged at a mutually convenient time within the employee's normal working hours. The discussion should focus on the headings of the annual review preparation form.
- An appraisal should reflect on and evaluate the performance within the last 12 months.
- On the basis of this discussion the agreed main action points and objectives for the year ahead are subsequently noted on the appraisal form by the Service Manager. Objectives agreed should be specific, measurable, agreed and achievable, realistic and time bound (SMART).
- The appraisal form should be signed by the Service Manager and the employee as a correct record of the action points, aims and priorities for the next 12 months.
- The Service Manager and the employee keep a copy.
- The Service Manager will discuss the outcomes of all appraisals undertaken with the Service Manager's supervisor. This is to ensure that resource allocation for future training and development is clearly articulated in Pillar Kincardine plans; development activities are monitored; training needs are monitored; and that appraisal is embedded as a key management responsibility at Pillar Kincardine.
- The grievance procedures should be used if a member of staff believes they have received unfair treatment through the operation of this procedure.
- A range of regular, less formal, meetings or discussions should be held between the employee and manager to determine if the agreed aims and objectives are being achieved. This allows additional interventions (such as training) to be made in order to alleviate any difficulties the employee may be experiencing during the year.