

Appraisal Policy

We will provide this policy on request at no cost, in large print, in Braille, on tape or in another non-written format.

1. General Statement

Loretto Housing is committed to ensuring that staff are supported and encouraged to reach their maximum potential. The core values state that the needs and aspirations of individuals are the focus of our work, whether they be tenants, service users or staff. The organisation also wishes to ensure that by providing a supportive environment for staff to develop, this will be reflected in the level of service provided to tenants and service users.

Performance appraisal is the process of reviewing an individual's performance and progress in a job. It is a systematic method of obtaining, ~~analysing~~analysing, and recording information about an individual for the following purposes:

- To assist the individual in evaluating their own performance and development needs
- To assist the manager in improving the performance of the individual and prioritising training needs
- To increase the performance of the organisation

2. Responsibilities

2.1 Managers

- It is the responsibility of line managers to ensure each member of staff undertakes a performance appraisal annually.
- It is the responsibility of line managers to ensure that they follow the timetable described in the procedure.
- It is the responsibility of line managers to ensure that they have prepared fully and provided the individual with all information required.
- It is the responsibility of line managers to ensure that all paperwork is completed and filed appropriately
- It is the responsibility of managers to ensure that they advise ~~Human Resources~~People Services of appraisals for entry onto the personnel information system.
- It is the responsibility of line managers to ensure that the individual feels ~~comfortable~~comfortable, and that the environment is conducive to an appraisal meeting.
- It is the responsibility of line managers to ensure that they speak openly and honestly in a constructive manner.

2.2 Staff Responsibilities

- It is the responsibility of staff members to prepare fully for the appraisal meeting.
- It is the responsibility of staff to take accurate notes of the meeting
- It is the responsibility of staff to speak openly and honestly in a constructive manner.

- It is the responsibility of staff to take ownership of their own development needs and follow through with action plans agreed.

2.3 ~~Human Resources~~People Services

- ~~Human Resources~~People Services will collate information from each Project/Section and enter the details for each individual into the Personnel Manager information system.
- ~~Human Resources~~People Services will provide reports to Committee as required.

3. Monitoring and Review

- ~~Human Resources~~People Services will provide reports showing the number of appraisals which have taken place on a quarterly basis.
- The procedure will be reviewed no later than 2 years following implementation.

APPRAISAL PROCEDURE

1. Introduction

The process for the operation of the appraisal system is outlined below. The appraisal form is attached as Appendix 1. It should be noted that there may be some variation in the timescales outlined when used by either head office or project staff. This would take account of the larger number of staff based at projects and the work involved in preparing for the appraisal process.

The review of job description may be carried out by a representative group where there are a large number of employees with the same job description ~~ie~~i.e., support staff. However individual input would still be required in completion of the final format for appraisal.

2. Timescale

Appraisals must be carried out on an annual basis (this may coincide with the employees' anniversary start date) This would apply more appropriately to head office where start dates are unlikely to be close together, making it more manageable for line managers. It is at the managers' discretion when the appraisal date is set, but managers are reminded that the appraisal meeting should replace one support and supervision meeting.

The timetable is as follows: -

- **2 months before anniversary of employees' start date** - review job description (this should take approximately 2-4 weeks including final meeting to confirm reviewed job description)
- **2 weeks before anniversary of employees' start date** – confirm date for appraisal in line with next scheduled support and supervision session. The forms to be completed by both line manager and employee separately.
- **Week before appraisal** – all relevant information to be collated and read over by both line manager and employee, all relevant paperwork etc completed. Completed forms to be exchanged by line manager and employee.
- **Day of appraisal** – all paperwork copied and read over by both line manager and appraisee. Summary form ready for completion

3. Following Appraisal Meeting

- **End of session** – action plan agreed and signed

- Timescale for action plan agreed by both appraisee and line manager
- **6 months after appraisal** - interim meeting arranged to check on progress of action plan (incorporated into support and supervision sessions)
- **10 months after appraisal** – meeting to discuss next annual appraisal

4. Basis for Appraisal

As the job description will be the main focus for the appraisal, this will be the starting point for the appraisal process.

The job description should be reviewed **prior** to the formal appraisal taking place. This should be carried out by both employee and line manager separately and a meeting held to confirm any changes/amendments. **This should take place prior to the proposed appraisal date as part of the support and supervision process.** Once this is completed, a mutually suitable date should be agreed between line manager and appraisee for the appraisal meeting.

5. Key Participants

It is proposed that appraisal will take place between the employee and the direct line manager.

If this was felt unsuitable for specific reasons, then discussion should take place between the individual and the line manager in the first instance. The human resource officer and senior line manager would then become involved in resolving this issue.

The appraisal form is signed off by the senior line manager.

6. Recording and Retention of Appraisal Paperwork

- Appraisee is responsible for recording points made during appraisal session.
- Summary sheet (action plan and timetable) to be completed by appraisee and signed by appraisee and line manager.
- All documents relating to appraisal to be retained in support and supervision file – by both line manager and staff member
- Monthly report on dates of appraisals to be sent to HR by line managers.

7. Preparation

In order to achieve the maximum benefit from the appraisal process the line manager must adequately prepare for the process and should consider the following points:

- Line manager and staff member must be clear about the purpose and format of the appraisal
- Information on the individual's general performance/achievements over the year should be prepared by both appraisee and line manager
- The objectives of the appraisal system and the process for the appraisal must be clear to both manager and appraisee

- Where required, support should be given to the employee by the line manager in preparing for the appraisal
- Ensure familiarity with recently reviewed job description
- Be clear about key areas of responsibility of the postholder
- Consider what standards of performance are expected of employee
- Consider current targets to include in appraisal
- Consider successes/achievements in the previous 12 months
- Consider any areas where the employee has experienced difficulty in the previous 12 months. Consider any constraints or problems which may have adversely affected their performance.
- Consider specific help which could be provided to the employee, ie. training, action by colleagues or manager.
- Complete appraisal form and summary of points to discuss prior to appraisal taking place
- Confirm key areas for discussion
- Confirm the format for the appraisal and the time allowed for the appraisal to take place
- Ensure that the appraisal takes place in a setting where there will be no disturbances ie i.e., phones ringing etc
- Confirm the responsibility for recording the appraisal – this may be shared with one document compiled from both participant's comments

Checklist for Appraisees

- Familiarise yourself with recently reviewed job description, which will have been discussed in support and supervision
- Be clear about key areas of responsibility
- Consider what standards of performance are expected of you
- Consider current targets to include in appraisal
- Consider successes/achievements in the previous 12 months
- Consider any areas where you have experienced problems or difficulties in the previous 12 months
- Have there been any constraints or problems which have adversely affected your performance
- How can problem areas be alleviated?
- Have there been any factors which have restricted your capacity to perform your job
- Consider your strengths
- What aspects of your job interest you the most/least?
- Are you clear about your exact authority?
- Are the boundaries of your job clear?
- What are your career ambitions?
- What would you like to be doing in 2-3 years' time?
- What specific help could be given to you ie i.e., training; action by colleagues; action by manager
- Complete appraisal form and summary of points to be raised

8. Appeal Process

Should an individual have concerns during the appraisal process, they must raise them with their immediate line manager in the first instance.

If the matter cannot be satisfactorily resolved between the line manager and the employee, the employee has the right to appeal to the next level of management.

The employee must put their appeal in writing to the senior manager within 5 days of being advised of the line manager's decision.

The senior line manager will give a decision within 10 working days of receiving the appeal.

The senior manager's decision is final.