

POLICY	Appraisal
POLICY NUMBER	CFL022
EDITION	
DATE OF ISSUE	DATE OF REVIEW
SIGNATORY	

1 Introduction

Confidance for Life is committed to supporting and developing its staff to enable them to carry out their work effectively and to fulfil their potential, thereby providing its members and users with excellent service. It is the aim of this policy to ensure that staff expect and receive appropriate support and training to enable them to do their job, meet agreed objectives, improve performance, and develop skills and knowledge. Line managers are responsible for providing such support and development opportunities, and this is done both informally, in the course of everyday communication, and more formally through structured induction, day to day line management, regular support and supervision, and formal annual appraisal.

This document does not form part of any contract of employment and may be changed from time to time in line with current best practice and statutory requirements, and to ensure that business needs are met. Employees, Volunteers and the Board of Trustees will be consulted and advised of any changes as far in advance as possible of the change being made, unless the change is required by statute.

2 Purpose of Appraisal

Appraisal allows the opportunity to Look Back and to Look Forward.

The purpose of the appraisal meeting is to

- clarify objectives,
- identify changes in the nature of the work done and possible new directions,
- help staff to make the most of themselves by reviewing their strengths and weaknesses with a view to planning action to assist development,
- increase the effectiveness of the organisation. This might include changes in work practice, identification of training needs, and consideration of long-term plans.
- inform future supervision sessions – for example, to measure and build upon progress on agreed items
- feed into the overall training plan for the organisation, and identified training needs from each appraisal will be shown in the plan. The purpose of this is to enable the organisation to monitor the training needs of all staff annually, to ensure that identified needs are met (as far as possible).

Ongoing training around equal opportunities/diversity issues is considered to be a key priority for all staff, and staff and managers completing the appraisal forms are encouraged to reflect honestly on their/their staff's needs for training or development in this area.

3 Principles

Each employee has a major role to play in their own appraisal, and appraisals will be conducted in such a way that an honest exchange of views is encouraged, participation and openness are encouraged, the employee is treated with respect and consideration, and the whole process feels and is genuinely two-way. Appraisals are for the benefit of the employee and should be seen as an entitlement, not as something that is 'done to' the employee.

As with supervision sessions, the meeting will take place in comfortable surroundings, free from interruptions.

All appraisals will take place in accordance with our own policies, best practice and legal responsibilities in relation to equal opportunities.

4 The Appraisal Procedure

The basis of the system is an annual meeting between the employee and his/her line manager.

Both the employee and their manager will complete a pre-appraisal form. These are for the benefit of both the person carrying out the appraisal and the person being appraised to outline the areas they wish to cover. The employee and the manager each give the other party a copy of their pre-appraisal form at least three (3) days prior to the appraisal meeting so that the points they contain can be considered. This exchange of forms must take place at the same time.

The meeting is:

- To review progress and priorities.
- To explore and resolve any problems in these areas.
- To discuss the employee's potential and future training needs.
- To set targets for future work and training if relevant.

This active appraisal is a positive way of helping people to develop their potential whilst carrying out their work. Benefits to the person being appraised include the chance to:

- discuss how you are getting on with the work in detail
- find out the line manager's views of your work
- explore ways of working more effectively
- discuss your future within the organisation
- discuss how you see your career developing

- share views on how you see you are being managed
- Give feedback to your manager.

The two parties should agree actions to be taken as a result of the meeting. In order that there should be no misunderstandings and to provide a point of reference, the meeting and agreements on action points should be recorded in writing, using the Appraisal Form so that these can be referred to in subsequent meetings.

All staff are to be appraised under this system, including the Chair of the Board of Trustees who should appraise the other designated Board members.

5 Appraisals timescales

The first appraisal takes place 6-9 months after a new employee has started; thereafter appraisals should be completed annually during March, at a time suitable to both parties.

6 Job descriptions and grading

The annual appraisal might sometimes raise issues which point to the need for a change in job description. This would be recorded on the report form, and any necessary action would be taken in the usual way. However, the appraisal system is not linked to salary grades and the report form cannot be used as a basis for downgrading a post.

7 Confidentiality

The Appraisal Form is seen by the relevant member of staff, the line manager and the Chief Executive. The Appraisal Form will be retained on file for reference on future appraisals, including by a future line manager.

8 Disagreements

It may happen that the meeting throws up a major difference of opinion between the line manager and employee. However, that should rarely happen if the supervision system is functioning properly. If there is disagreement regarding the Appraisal Form following the meeting should reflect the discussions of both participants. Both parties should agree that the Appraisal Form accurately reflects the discussions and any disagreements. If necessary, any appraisee who feels that his/her appraisal was unsatisfactory or unfair to him/her, may ask that a senior manager review the appraisal with him/her and the appraiser. Ultimately, the employee has the right to raise a grievance in relation to any aspect of the appraisal system.



REGISTERED CHARITY NUMBER SC037515

SAMPLE PERFORMANCE APPRAISAL FORM

NAME:

JOB TITLE:

DEPARTMENT:

MANAGER/SUPERVISOR:

SECTION 1: CURRENT PERFORMANCE

- List the key areas of your job

- Highlight your strengths and skills that have contributed to your performance during the last year.

- What work objectives have you achieved since your last appraisal or the start of your job? *(there may also be other achievements that have arisen after these objectives were agreed)*

- What has helped you to achieve your work objectives?

CURRENT PERFORMANCE (cont.)

- Is there anything that held you back in achieving your objectives? *(e.g. perhaps your job changed so some objectives were no longer relevant, or you needed further training and support)*
- Which aspects of your performance could be improved?
- Detail how this could be achieved

SECTION 2: FUTURE OBJECTIVES

- List the objectives, which are to be achieved in the coming year *they need to be specific, measurable (i.e. it will be clear when you have achieved them) achievable (i.e. realistic) relevant (i.e. linked to dept and organisational objectives). You should also put in the timescales that you hope to achieve them by.*

- How can your manager assist you in achieving these objectives?

SECTION 3: LEARNING & DEVELOPMENT

Learning is not just about going on a training course. You can learn effectively in a number of ways. For example; visits, structured reading and distance learning, secondments, e-learning, on-the-job learning, mentoring, team meetings conferences as well as workshops and courses.

It is important that you take responsibility for your own learning and development needs, which we will support. You should have been discussing them during support and supervision sessions with your line manager and recording them on your support and supervision form.

Think about what you have learned over the past year;

NB: You should attach your learning log here. If you have any additional comments out with what is in your log, please note them in the space provided below.

- What did you learn and how has it helped you?

- How have you put your learning into practice effectively?

Your Learning Plan

You need to think about what your future learning needs. Consider different types of relevant learning and development activities which will help improve your knowledge and skills.

- Why do you want to do this?
- How will it help you and the organisation?
- Are any resources required?
- How will you access them?
- What are your timescales for achievement?

These are things that you will also need to detail more fully in your own learning plan for the year.

NB: As a useful reference you should refer to any previous learning requests and evaluations and your own personal log of any learning you have done over the past year.

SECTION 4: JOB DESCRIPTION

- In light of this appraisal, identify any changes to the key areas of the job description for the post that you are in and make recommendations for any appropriate changes.

SECTION 5: WORK LIFE BALANCE

- Are there any issues relating to your work/life balance that you would like to raise?

SECTION 6: EQUAL OPPORTUNITIES

In order to eliminate discrimination and promote equality of opportunity it is important that you are aware of and support equal opportunities practice within your area of work. There are six key areas of practice; race, religion or belief, gender, disability, age and sexual orientation.

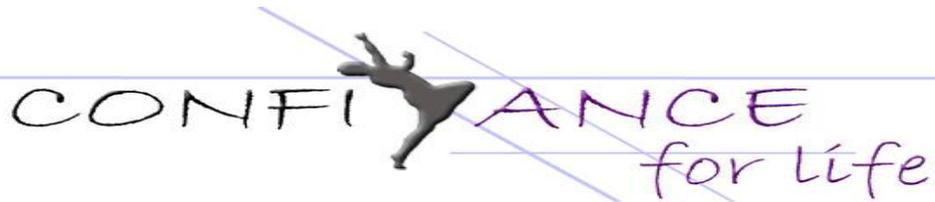
- Consider your job and highlight how equal opportunities is relevant in your current post.
- Identify any areas of learning on equalities issues, which you feel you have achieved in the last year.

- How have you put this into practice
- How has this benefited you?
- How has this benefited the organisation and service users?
- Are there any areas of practice which you would like to learn about?

SECTION 7: MEETING NOTES

Appraiser's comments

Employee's comments



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I hereby confirm that this is a fair and accurate representation of the appraisal discussion and that supervision dates have been agreed and diarised for the forthcoming year

Signature: (Employee)

Signature: (Appraiser)

Date:

For Internal Use:

Signature:

Chair of the Board of Trustees

3 copies: Employee, Appraiser, Chair

NB: Once completed and signed, please immediately forward a copy to the Chair of the Board of trustees for record purposes