

## Appraisal Policy

Ben's Centre for Vulnerable People (Sheffield)  
Charity Number: 1087606.

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### Introduction

The aim of a performance appraisal scheme is to ensure that employees will be appraised on an annual basis as a minimum, and that a structured and prepared exchange of views relating to the job and targets will take place between an employee and their line manager during the process.

The record of the appraisal is intended to be a fair representation of the meeting. It will detail the action plan and key performance indicators for the forthcoming year and will be a working document.

### Objectives

The appraisal scheme has been designed to meet the following specific objectives:

- to maintain high standards of performance
- to increase staff morale and motivation
- to identify how employees can develop both within the organisation and as individuals
- to provide information for planning
- to link individuals' development to the overall objectives of the organisation

### The appraisal interview

An appraisal interview is a planned discussion between the line manager and the employee to review how the employee has carried out their job since the last appraisal. The discussion during the interview is to:

- assess the employee's performance against targets and performance standards
- review progress and priorities
- resolve or identify resolutions to any problems in these areas
- identify strengths and weaknesses in relation to work performance
- provide an opportunity for both parties to discuss how well line management arrangements are working and ways in which any difficulties can be addressed
- discuss future objectives
- complete a training development plan

An appraisal interview is not an opportunity for a manager to raise a problem for the first time. Poor performance should be addressed when it arises and through regular supervision, not through the appraisal scheme.

An appraisal interview is not an opportunity to address disciplinary issues and it does not form part of the disciplinary process. However, there may be some overlap in the issues discussed in both the appraisal scheme and the disciplinary process.

### Principles of the scheme

#### Performance setting

Objectives are to be drawn up in a work plan document. These objectives will be agreed between the line manager and the employee and a mechanism for collecting and assessing the information to understand which objectives have been met will be agreed between both parties. *Only methods agreed by the appraisee should be used in the appraisal as otherwise the process will be flawed.*

#### Levels of achievement

The following method will be used to define levels of achievement:

- 'the required standard has been reached' and referenced as: **Yes, No** or **Partly**.
- a comment will be recorded to explain how the mark has been arrived at. Where performance has been above the required standard, this should be recognised and acknowledged in the comment. Where there are mitigating circumstances with respect to performance being below the required standard, these should also be acknowledged and detailed in the comment.

#### Feedback and information from others

It is a key part of the line manager's role to assess how well the employees that they supervise are performing.

In doing this line managers will have regard to performance measures through their own observation and assessment as well as having access to direct feedback from other staff, as appropriate.

Appraisees are encouraged to be open to feedback from others within the organisation, such as colleagues that they have strong functional links with or people to whom they provide a service. The reasons for feedback are:

- it can provide invaluable information on which to base staff development work
- it is a practical demonstration that the organisation wants to provide a quality service and shows that it wants to be an open organisation
- it provides information that can be used to form a view on an employee's performance.

In preparation for the appraisal interview the line manager should gather information and feedback from appropriate sources that are ideally agreed with the appraisee. *When using feedback to form a view about an employee's performance, the line manager must always be satisfied of the truth, relevance, validity, and objectivity of the information received.* Appraisees will also be expected to use appropriate criteria for assessing their own performance and at the appraisal interview be expected to discuss their view and the basis for it.

#### Reciprocal appraisal

Appraisees will be given the opportunity on the appraisal preparation form and during the appraisal interview to give feedback on the line management process. This could include, for example, what is helpful and unhelpful in how the line manager is providing support and supervision to them, any areas which are either working well or which are a source of difficulty, and any ways in which the line management arrangement could be improved.

A reciprocal appraisal is not an opportunity for an employee to raise a problem for the first time. Difficulties should be brought up with the line manager and addressed as and when they arise, or escalated accordingly.

#### Objectivity

Performance appraisals should be seen by those involved as an opportunity for honest discussion. All feedback, observations and comments made in the course of the appraisal process should be objective and illustrated with examples. Feedback should be delivered with sensitivity and clarity at all times.

#### **Arrangements for the appraisal**

Appraisal interviews will take place on an annual basis and are conducted by the employee's line manager.

The line manager will agree a convenient time for the meeting with the appraisee, giving at least two weeks' notice and will ensure that they have a copy of the appraisee's current job description and the appropriate forms. The line manager and the appraisee will also implement the mechanism that they have agreed to gather sufficient information to enable the appraisal to take place.

The appraiser will complete Section 1 of the *appraisal form* and copy it to the appraisee at least five working days before the date set for the appraisal interview.

The appraisee will complete their *appraisal preparation form* and copy it to the appraiser at least five working days before the date set for the appraisal interview.

All appraisal interviews will take place in private and will remain uninterrupted, except in extreme circumstances.

A discussion of the *appraisal form* will take place at the interview, and notes will be taken by the appraiser. Amendments will be made to the *appraisal form* when agreed. *The Work Plan Document* will be completed after the interview has taken place.

A short follow-up meeting will take place within one month to review and sign the form. There will be two copies of the final form:

- one for the appraisee to retain
- one to be placed on the employee's personnel file, together with next year's work plan.

Staff who are dissatisfied with the outcome of their appraisal interview can record any disagreements on the final appraisal form and can follow the grievance procedure if they feel that their disagreements have not been dealt with fairly.

### **Records**

The records of appraisal interviews will be kept in the appraisee's personnel file.

### **Review**

This policy may be reviewed at any time at the request of any member of staff, but it will be automatically reviewed 2-years after initial approval and thereafter on a triennial basis unless organisational changes, legislations, guidance, or non-compliance prompt an earlier review.

### **Definitions**

Ben's Centre ("we", "us", "our", "appraiser")

The Employee ("you", "appraisee")