

Staff Appraisal Policy

Customer
Focus

Respect

Communication

Integrity



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PURPOSE

- 1.1 A staff appraisal is the systematic evaluation of employees with respect to their performance on their job and their potential for development. In other words, it is the process of measuring productivity in terms of efficiency and effectiveness

Appraisals are one of many performance management tools that aim to ensure employees' performance contributes to business objectives, and should be used as part of a holistic approach to managing performance.

2. PRINCIPLES OF THE APPRAISAL PROCESS

- 2.1 The appraisal should follow the principles below:-

- Make your people feel valued
- Set new goals
- Strengthen bonds
- Refocus the team
- Review current projects
- Assess the training needs of the team
- Ensure engagement with the process by both appraiser and appraisee

- 2.1 An appraisal interview is an open exchange between a manager and an employee that is designed to evaluate the employee, create a career development plan, and create an opportunity for staff to discuss personal development & aspirations.

- 2.2 This can be achieved by linking objectives to our Business Plan, job descriptions, looking at personal development, and taking cognisance of staff health & wellbeing. Points to consider should include:-

- Has the job description changed since the last appraisal;
- Is the job description likely to change in the future;
- What has the employee liked about the job and disliked about the job in the past year;
- What can be done to improve the relationship between employee and manager;
- Encourage the employee to contribute to the Association's future development beyond simply putting a suggestion in the suggestion box;
- Discover if the employee has skills that are not currently being used;
- What personal development does the staff member wish to see implemented (this could be in the form of training or support);
- Enquire as to where the employee sees themselves in the future;
- Create a clear and concise Action Plan for the employee following the appraisal.

- 2.3 The Association is committed to carrying out the appraisal process in an atmosphere of mutual respect.

2.4 Staff Appraisal will not cover:

- Grievance and Disciplinary matters;
- Pay and re-grading (**except where this falls within the remit of personal development**);
- Squabbles and personalities (although behaviours may be discussed)
- Personal problems (**unless, during the discussion, a performance issue has a link to this**)

Any of these items, should they arise, should be dealt with at another, appropriate meeting.

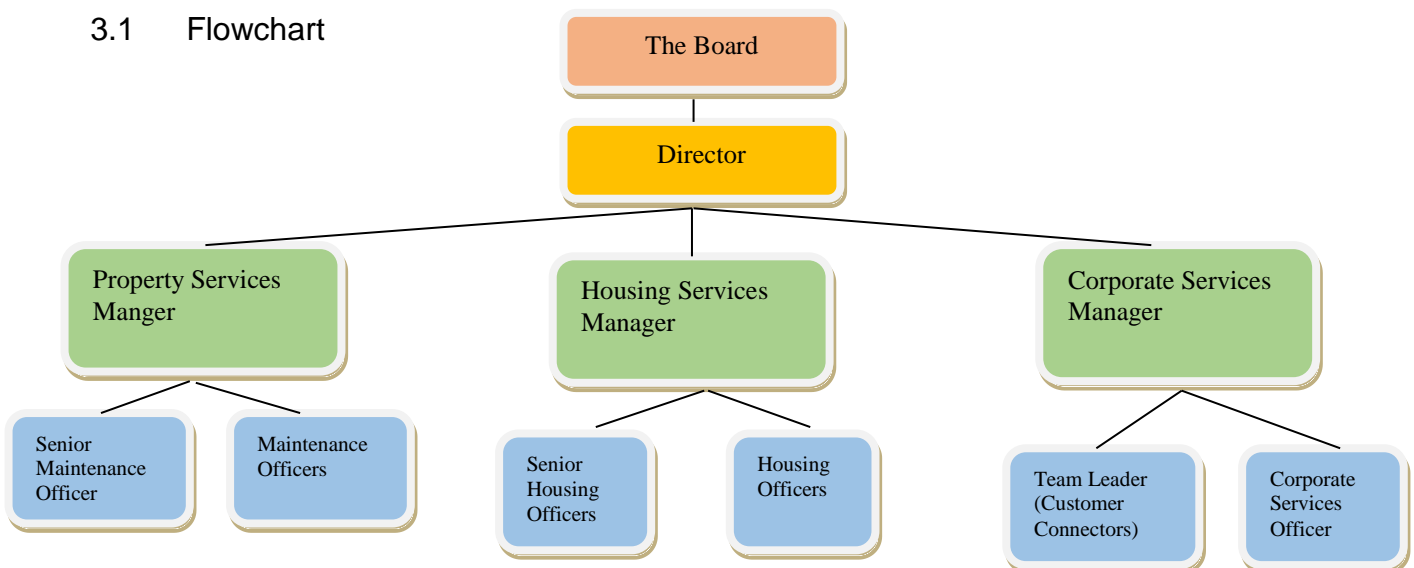
2.5 The appraisal process will assess overall achievements over a period of time and will take place in June of each year; it should last between 30-60mins. A review will be held approximately 6 months later.

2.6 All appraisal forms will be treated confidentially with only the employee, manager, Director, and key Corporate Services staff having access to this.

2.7 Currently the Chair and Vice-Chair appraise the Director. The Association has tried a 360° appraisal of the Director before but this was a time-consuming and costly exercise that did not produce the outcomes hoped for. The Association may wish to revisit this style of appraisal in the future.

3. STRUCTURE OF THE APPRAISAL PROCESS

3.1 Flowchart



Note: The next levels of appraisals are carried out by other staff at the discretion of the manager. For example, the SMO , TL(CC) and CSO carry out appraisals for PS and CS respectively. Currently, the HSM does all the appraisals for HS staff.

3.2 The Appraisal Form

The appraisal form will be issued to the appraisee two weeks prior to the appraisal interview. The appraisee should complete the form and return it to the appraiser one week prior to the interview. The appraiser will, to their fullest extent, make his/her comments on the completed form and pass a copy of theirs back to the appraisee 2-3 days before the appraisal interview. The final form will be filled in jointly at the appraisal.

3.3 Post Interview Arrangements

After the interview an Action Plan will be completed with the new goals/objectives set out. The Action Plan will be returned to the appraisee for comment before signing. The appraisee will have 2 working days to sign the completed appraisal form and Action Plan and return to the appraiser.

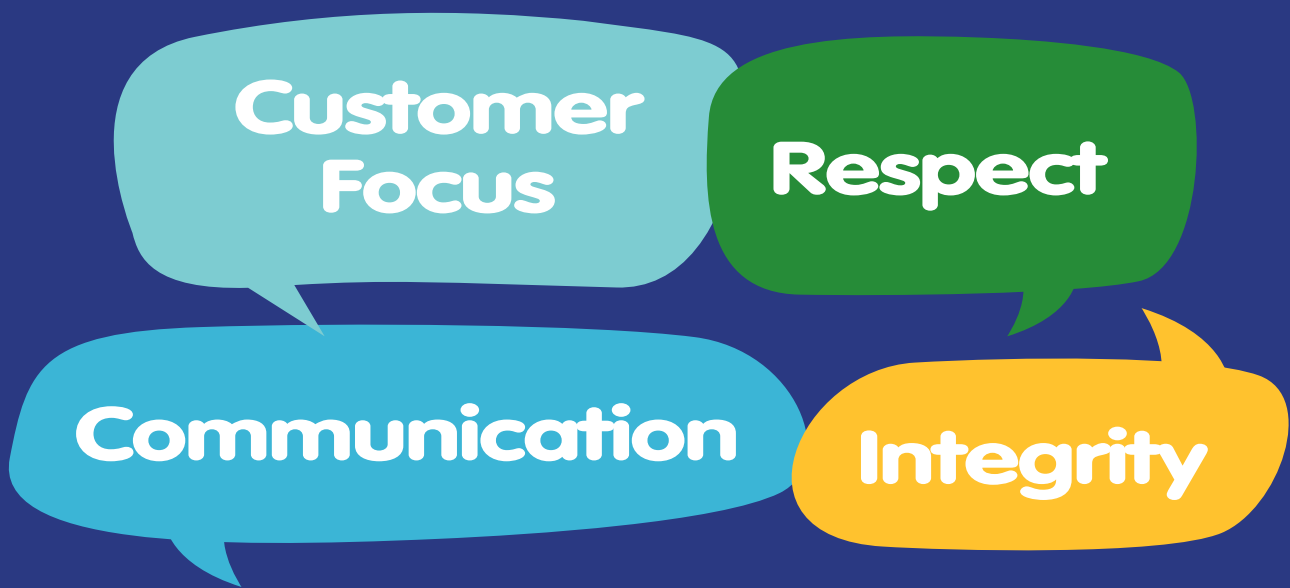
All completed and signed appraisal forms will then be forwarded to the Corporate Services Manager and held in a confidential separate staff appraisal file. A copy of the signed appraisal form and report will be made available to the employee.

A Training Plan will be created each year, based on the outcomes of the appraisals in June.

3.4 Appeals Procedure

In the event that the appraisee feels unable to sign the appraisal form and report within the time limit of 2 working days the appeals procedure will apply as follows:

- Stage 1 Informal discussion with Appraiser
- Stage 2 Mediated discussion between the appraisee, appraiser and Department Manager (if not previously involved) or the Director.



CLOCH HOUSING ASSOCIATION LTD	
Policy Name	Staff Appraisal Policy
Policy Category	HR
Policy Number	071
Date Adopted	01/06/2008
Last Review	27/04/2017
This Review	26/11/2020
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Link to other policies	Equalities & Diversity, Staff training & development, Business Plan
Consultation	No
Need for Procedure	Staff Appraisal Form