



Staff Appraisal Policy and Procedure

**Market House
14 Market Street
Lerwick**

A charitable company limited by guarantee registered in Scotland No. 165677
Registered Office Market House, 14 Market Street, Lerwick, Shetland ZE1 0JP
Company Secretary Catherine Hughson
Recognised by the Inland Revenue as a Scottish Charity - No. SCO 17286

Staff Appraisal Policy and Procedure

1 Introduction

This organisation 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 your 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. You 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

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.

Line managers will complete a pre-appraisers comment at section 7. 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 line manager will then issue the form to the employee at least three (3) days prior to the appraisal meeting so that the points they contain can be considered.

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 work. Benefits to the person being appraised include the chance to:

- discuss how he/she is getting on with the work in detail
- find out the line manager's views of his/her work
- explore ways of working more effectively
- discuss his/her future within the organisation
- discuss how he/she sees his/her career developing
- share views on how he/she sees he/she is being managed
- give feedback to his/her line 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.

5 Appraisals timescales

The first appraisal takes place 6-9 months after a new employee has started; thereafter appraisals should be completed annually.

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 Executive Officer. 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.