

# Build-a-Future

Main Road, West Ashby, Horncastle, Lincolnshire, LN9 5PT 01507 524015

## Appraisals Policy



### Introduction:

Appraisals give individuals and their manager an opportunity to review performance, to agree personal objectives, and to agree learning and development requirements which will help to achieve the agreed personal objectives.

Appraisals also ensure that Build-a-Future's objectives are translated into personal objectives. They allow Senior Leadership Teams (SLT) to ensure staff are sufficiently supported and developed to help them to meet the demands of their job.

### Objectives:

The policy aims to ensure that employees:

- Knows what is expected of them in terms of the standard of performance and in terms of key tasks.
- Receive recognition for their achievements.
- Receive feedback on their work which aims to improve and develop their performance.
- Identify areas where improvement is needed.
- Identify with their line manager their learning and development needs based on agreed competency standards.
- Have a mutually agreed plan for achieving the agreed development in their competencies/performance through appropriate methods to meet their learning and development needs.
- Plan their career development.

### Minimum Standards:

All employees will take part in an appraisal process. There may be some cases where the process is amended so that it is appropriate to the role.

Competencies will be discussed and assessed at each appraisal.

All appraisals will be documented and recorded as described in this policy.

Appraisers must ensure the appraisal process is fair and equitable for all appraisees and that it is applied in line with BAF's Equal Opportunities policy.

### Appraisers:

- Holding an appraisal meeting and an appraisal review meeting each year with their employees.
- Appraising employees in a fair and objective manner against agreed objectives and action plans.
- Following up actions arising from appraisals.
- Ensuring that a written record of the appraisal discussion is completed, and a personal development plan agreed within 15 working days unless otherwise agreed.
- Ensuring that appraisals are recorded on the employees Personal File.

### Appraisal Process:

New employees will be informed about the appraisal scheme as part of their induction and receive training. Employees will be appraised as part of their induction process and performance will be reviewed at appropriate dates within the probationary period.

SLT must ensure that employees' competency levels are assessed. Where individuals are not operating at the required level to meet their objectives, appropriate learning and development will be put in place in the employee's Individual Development plan in line with the requirements of the job.

Date: September 2018

Review Date: September 2019

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The Individual Development Plan will be agreed at the appraisal meeting with targets and review dates clearly set out.

The appraisal meeting will be carried out in private and provide the opportunity for confidentiality. Adequate time must be allocated so that the meeting is unhurried and the discussion is properly considered. It must be understood that any information discussed in an appraisal may need to be disclosed in certain circumstances.

The grievance procedure may be used as a last resort in the event of unresolved problems as to the accuracy or the fairness of the appraisal record or meeting.

Any performance concerns which become apparent will be addressed as and when they occur using the normal performance management routes.

A Guide for Appraisers:

Appraisal supports, but does not replace, normal regular dialogue between managers and their employees, regular supervision, or good day-to-day management practice.

Preparation:

All employees should be encouraged to influence the direction of the organisation through having their views listened to as part of the appraisal process.

Prior to the meeting the appraiser should ensure that:

- The appraisee understands the purpose and method of the appraisal process.
- The appraisee is informed that s/he should bring any appropriate evidence to the appraisal meeting to support achievement of competency levels.
- The appraiser will need to be familiar with the previous appraisal report, job description, person specification, Individual Development Plan and any agreed performance criteria prior to the appraisal meeting.
- Before each appraisal meeting the appraiser will need to reflect on:
  - the work the individual has been involved in and how he/she has responded.
  - future demands.
  - possible development needs for the individual.
  - how well the employee meets the relevant competency measures in the way that the job is performed.

Recording of the appraisal meeting:

The appraisal will be recorded using the appropriate Performance Appraisal Form. The appraiser and the appraisee will agree the written record is accurate. This should be completed within 15 working days of the appraisal meeting.

Employees should be given every opportunity to give their opinion about their achievements and their performance at work and there should be joint discussion at the meeting. It is important that any performance concerns which become apparent during the process are dealt with quickly and effectively through the organisations capability procedures.

A central part of the appraisal is giving and receiving feedback. Feedback given should be clear, honest, helpful and constructive. It should be based on:

- Behaviour rather than personality.
- Observation rather than inferences.

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- Description and not judgement.
- Specifics rather than generalisations.
- Facts and not unsupported opinions.
- Suggestions for improvement which are capable of achievement.

Opinions expressed in the appraisal and recorded must be supported by evidence. Appraisers and appraisees must clearly understand what is to be achieved, how it is to be achieved and how achievement is to be measured.

In identifying and agreeing learning and development needs, the appraiser should:

- Ensure that the necessary experience and range of appropriate skills and knowledge are made available to employees to enable them to do their present jobs within the organisation better, develop the potential of all employees through planned experience and other opportunities to equip them to undertake different roles as effective partners/team members in a changing organisation and culture.
- Encourage all employees to contribute to the identification of their personal development and training needs.

The Performance Appraisal Form should be shared with the Director, i.e. the appraiser's manager at their request for management and quality monitoring purposes. A copy of the record will be kept confidentially on a personal file and the appraisee will retain a copy.

### The Individual Development Plan

An Individual Development Plan should be completed to show:

- Competencies identified for development.
- The preferred method of development for the individual.
- How success will be measured, i.e. what types of supporting evidence will be gathered.
- Dates or deadlines.

It is important that the Individual Development Plan is an action plan and is actively worked on following the appraisal discussion. It should be monitored regularly as part of the normal supervisory and leadership arrangements.

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