



APPRAISAL

1. MAIN PURPOSE

- The Appraisal Interview is an opportunity to take an overall view of work content, loads and volumes, to look back on what has been achieved and agree objectives for the next. The main objectives of The Appraisal are usually to review performance, potential and identify training and development needs.
- The main aims of Footprints Appraisal are:
 - To have a 2-way discussion about the staff members performance
 - To review methods of working, the working environment, workload, and the availability of resources
 - To review performance over the period and identify areas of strength and any areas for personal development
 - To support learning and development
 - To provide a regular opportunity to raise any concerns and make suggestions for improvement

2. RESPONSIBILITY

- It is the line manager's responsibility to carry out an appraisal of their staff.
- It is the responsibility of every member of staff to participate fully in the appraisal process.

3. FREQUENCY

- Appraisal discussions should be carried out at least annually.

4. PREPARATION AND PLANNING

- Both the manager and the employee should prepare for the meeting. Proper preparation is probably the most significant indicator of successful meetings.
- It is important to gather examples and evidence of work undertaken throughout the year to ensure the appraisal is not just based on recent events.

5. PERFORMANCE MANAGEMENT

- There must be a joint review of the individual's work.
- Performance should be measured against any agreed objectives or targets as well as main responsibilities as set out in the employee's job description. The manager should offer

examples of what the individual has done well and not so well. There should be no surprises in an appraisal meeting, as issues should be raised with the individual as they occurred.

6. APPRAISAL MEETING

- The quality of the meeting is of paramount importance. The following ‘ground rules’ should be observed:
 - Adequate notice of the meeting date should be given.
 - Staff should be given access to the relevant paperwork, including their job description, and time to prepare.
 - Meetings should not be cancelled and if in extreme circumstances they are an alternative date should be arranged immediately.
 - Meetings should take place in private and comfortable surroundings.
 - There should be no interruptions.
 - Adequate time should be set aside (1 hour as a guideline).
- The emphasis of the meeting should be on positive dialogue and on honest and open feedback. This meeting is an important opportunity to recognise the unique contribution of individual staff to the service. The meeting should however focus mainly upon the future and on the support and development available to enhance future performance and job satisfaction and morale. Problems should be dealt with constructively and a way forward agreed.
- The meeting is also an opportunity to discuss and plan for career advancement for those who seek it.

7. APPRAISAL OUTCOMES

- There are two key outcomes from the appraisal, these are:
 - An agreed record of what has been achieved
 - A set of agreed Objectives taken from the Job Description and Development needs (if appropriate)

8. DEVELOPMENT PLAN

- A Development Plan should be drawn up reflecting the training and development needs of the member of staff including improvements necessary to fully meet the requirements of the current role and future opportunities.

9. AFTER THE DISCUSSION

- Although an appraisal may only occur annually it may be appropriate to agree interim reviews to help monitor progress throughout the year.

- When a member of staff has undertaken any development activities they should meet with their Line Manager to evaluate the benefits and individual learning that has occurred, as well as discussing how this can be applied in their role.

10. RECORDING

- Appraisal documents must be completed, signed and kept confidential. Copies of any recorded matters must be held by both line manager and member of staff.

11. EQUALITY

- The appraisal process is one of the ways in which Footprints ensures that all staff has access to training and development and that the contribution of all staff is recognised.