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**Appraisal and Development Planning Policy**

**Policy Control Page**

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The Appraisal and Development Planning is an important part of the continuing process of discussion and understanding between managers and staff that supports staff and contributes to the performance of the organisation.

The process is about reviewing performance and about discussing and planning for future development, improvement and career aspirations.

The Appraisal is based on a set of "good management principles". At its heart is the belief that we work more effectively if:

* We are aware of the organisation's strategic plan and objectives and can see how we can contribute to achieving them
* We understand what standard of work is expected from us, and can track how well we are doing
* We are given challenges that we feel are stretching and attainable
* We are given appropriate recognition and reward for our achievements

**What is Performance and how do we define it?**

We can describe performance in three ways:

**Competencies, behaviours and attitudes** demonstrated when doing this job

* How work is approached
* Relationships
* Ways of working
* Style
* Skills and knowledge needed

**Delivery of routine job tasks and duties**

* Quality of output
* Timeliness
* Productivity

**Delivery of objectives, projects etc that are not a routine part of the job but have been agreed**

* Quality
* Timeliness
* Completeness

There is an increasing business need for job roles to be flexible and adaptable. It is also important for managers and individuals to have a clear and common understanding of what is expected, and to what standard, in all of these three areas.

To help achieve constructive and open dialogue between managers and staff about overall performance the Appraisal and Development Planning discussion uses this structure.

**Planning for Performance**

Performance planning is the activity that converts the business plans into what individuals and teams must do to help their projects and the organisation achieve success.

The manager and the post holder are jointly accountable for establishing and agreeing the Appraisal and Development Plan. The following key aspects of work will influence the plan:

Job Descriptions

Individual job tasks and responsibilities change over time, they need to be flexible to meet the changing needs of the organisation. Having a regular review of the main job responsibilities helps everyone to understand expectations and standards. Examining these responsibilities and updating job descriptions will very often suggest qualitative, quantitative and time based standards for delivery of everyday work.

This part of the Appraisal is contained in the **section 3 - Your Job** on the Appraisal Form.

Project Plans

Some or all of the major themes of the strategic plan will be linked to the performance of individual jobs in terms of day to day delivery of work, or the meeting of special project objectives.

This part of the Appraisal is mostly contained under **section** **5 Objectives** **-** review of your performance,and **section 6 - New Objectives** for the forthcoming year.

Objectives of this type should be 'SMART' which means they should be:

**S**pecific Related to a particular task or aspect of performance

**M**easurable Includes outcomes that can be measured in terms of quality and quantity to see if the target has been achieved

**A**chievable It must be possible to achieve the objective

**R**ealistic The target must be appropriate to the post holder's role

**T**imed Given a date by which the target should be achieved or reviewed

**Training and Development**

Having discussed and agreed the key elements of the job (**section 3**), and how the job has been performed (**section 4**) and having reviewed existing objectives (**section 5**), and set new objectives for the forthcoming year (**section 6)**, the appraisee and their manager review and agree training and personal development needs for the coming year. This part of the Appraisal is contained in **section 7** of the form.

**The Appraisal and Development Planning Discussion**

**Guidance Notes for the Post Holder (Appraisee)**

The most important aspect of the discussion is that there should be no surprises. With regular supervisions, and quarterly appraisal reviews , there should already be a good understanding of how well you are meeting standards and expectations.

The purpose of the discussion is to:

* Review performance over the previous period
* Agree new standards, expectations and objectives
* Discuss future development and training to meet these targets and work towards your career aspirations.

**Preparing for the discussion**

Your manager will agree a date and time with you for the Appraisal and Development Planning Discussion. There is no set length of time for the discussion but you should allow at least two hours.

Two weeks before the Appraisal and Development Planning discussion your manager will give you a form. Please make time to think about all the discussion sections on the form so that you are well prepared for your Appraisal. Please complete all the sections that are shaded in and return the form to your manager a week before the discussion date. This will help your manager prepare for any particular points you wish to discuss.

During the Appraisal and Development Planning discussion you and your manager will agree the discussions points, new objectives, and any training and development plans for the future.

When the form has been completed it will be signed by you and your manager and passed to a second signatory (usually your manager's manager) for comment.

The second signatory will pass the form to the Office Coordinator who will give copies to you and your manager. Please remember that the Appraisal and Development Planning Discussion Form is a confidential document and should be kept in a secure place.

**The Appraisal and Development Planning Discussion**

**Guidance Notes for the Manager (Appraiser)**

The most important aspect of the discussion is that there should be no surprises. With regular supervisions, and quarterly appraisal reviews, there should already be a good understanding of how well the post holder is meeting standards and expectations.

The purpose of the discussion is to:

* Review performance over the previous period
* Agree new standards, expectations and objectives
* Discuss future development and training to meet these targets and work towards the post holder's career aspirations.

**Preparing for the discussion**

It is the manager’s responsibility to arrange a suitable room and set aside adequate time for the Appraisal and Development Planning Discussion. There is no set length of time for the discussion but you should allow at least two hours.

Two weeks before the Appraisal and Development Planning Discussion you should give the form to the appraisee and ask them to think about the discussion sections and the job description in preparation for the appraisal. You should ask the appraisee to return the form to you, with all the shaded sections completed, a week before the discussion date.

You should then take some time to prepare for the discussion yourself, by considering: the discussion points, targets and performance standards, the working relationship, future training and development needs, and the appraisee's comments.

During the Appraisal and Development Planning Discussion you should agree the discussion points, new objectives and any training and development plans for the future with the appraisee.

You can complete the form during the discussion, although you may prefer to use the form to make notes and produce a printed copy after the meeting, in which case you should provide a copy of the completed form to the appraisee within two weeks from the date of the discussion. Whether the form is hand written or printed, the agreed points should be clearly presented and easy to read.

When the completed form has been signed both by the appraisee and you, it should be passed to your manager as second signatory, for comment. The second signatory will pass the form to the Office Manager who will give copies to you and the appraisee.

Please remember that the Appraisal and Development Planning Discussion Form is a confidential document and should be kept in a secure place.

**Getting the most out of the discussion**

The discussion is a two way process during which both manager and appraisee will be able to express their views and aspirations. Self-analysis and problem solving should be encouraged by helping the appraisee to focus on their own issues and find their own solutions.

'Active listening' is an important part of achieving a successful dialogue.

Points to remember:

* Approach the discussion with honesty and integrity. Effective feedback from both sides means constructively and directly discussing the issues. Be specific, being woolly or skirting around the issue helps no one. Be fair and non-judgemental, as either appraiser or appraisee must be aware of how their own style and assumptions might colour the view being held.
* Talk about observable behaviours and outputs, not personality. Use "this is what I saw..." or ''this is the impact that this had..." rather than "I think you are...etc."
* Encourage and be positive about achievements - everyone needs recognition.
* Clarify and summarise to check understanding.
* Monthly 1:1s and a 6-monthly appraisal/performance review (more often if wanted). Don’t need to complete all answers/boxes every time – just relevant ones to record as evidence.
* Casework supervision form and individual review form – adapt as required.. Need to marry up reporting consistency and what works for individuals. if monthly casework supervision completed, do the monthly review form quarterly