



Bridgewater Housing Association Policy

Policy name	Staff Appraisal Policy
Policy category	Corporate (HR)
Policy number	CS39
Date adopted	
Last review	16/08/23
This review	16/08/23
Next review	2028
Equalities impact assessment required	Yes
Links to other documents	<ul style="list-style-type: none"> • Staff Appraisal Form • Equalities & Diversity Policy • EVH Statement of Terms & Conditions of Employment • Business Plan • Training & Development Policy
Consultation	This policy was issued to all staff for comment.

1. INTRODUCTION

A staff appraisal is the systematic evaluation of staff 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 staff members' performance contributes to business objectives, and should be used as part of a holistic approach to managing performance.

The appraisal process should have a positive undertone and nurture value and motivation.

2. SHR STANDARDS OF GOVERNANCE AND FINANCIAL MANAGEMENT

This policy is intended to provide additional assurance to the Board of Bridgewater Housing Association that it is complying with:-

Standard 1

The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

Standard 4

The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.

Standard 5

The RSL conducts its affairs with honesty and integrity.

Standard 6

The governing body and senior officers have the necessary skills and knowledge they need to be effective.

3. PRINCIPLES OF THE APPRASAL PROCESS

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.

An appraisal is an open discussion between manager and staff that is designed to evaluate the staff member, create a career development plan, and create an opportunity for staff to discuss personal development & aspirations.

This can be achieved by linking objectives to our Business Plan (particularly organisational values), job descriptions, Code of Conduct, 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 staff member liked and disliked about the job in the past year?
- What can be done to improve the relationship between the staff member and manager?
- Encourage the staff member to contribute to the Association's future development beyond simply putting a suggestion in the suggestion box;
- Discover if the staff member has skills that are not currently being used and offer an opportunity to showcase these;

- 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 staff member sees themselves in the future;
- Identify any constraints on effective development:
- Create a clear and concise Action Plan for the staff member following the appraisal.

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

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/development issue has a link to this**).

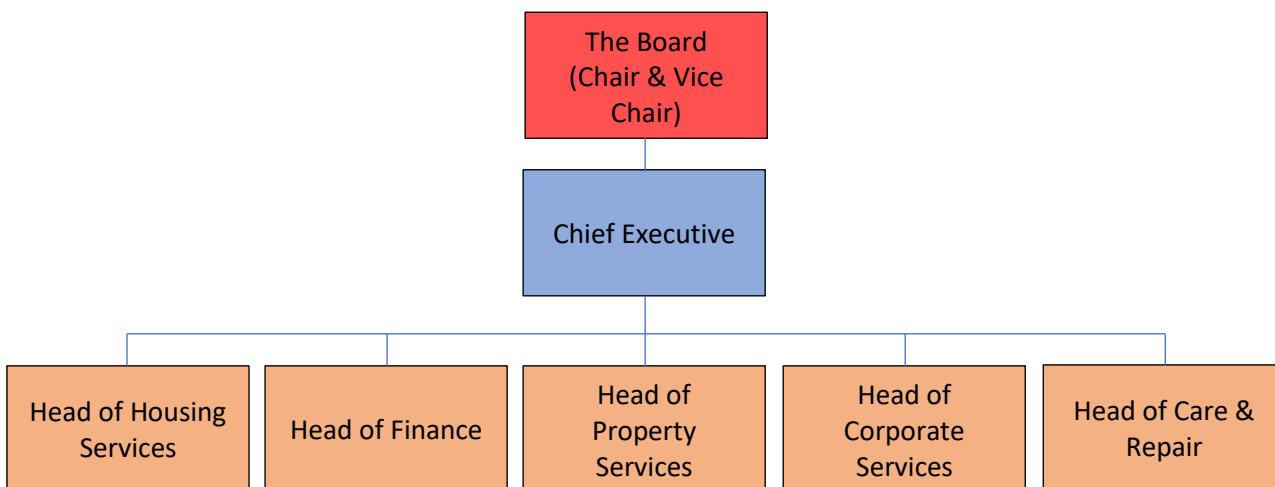
Any of these items, should they arise, should be discussed at another, appropriate meeting.

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

All appraisal forms will be treated confidentially with only the staff member, manager, Chief Executive and key Corporate Services staff having access to this.

4. STRUCTURE OF THE APPRAISAL PROCESS

Flowchart



Note: The next level of appraisals are carried out by other staff at the discretion of the departmental manager.

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 read over the form and use the appraisee's comments as a basis for discussion and the interview.

In some circumstances e.g. seeking further clarification, additional information, etc, the appraiser may make comment on the form and pass back to the appraisee 4-5 days before the interview. The final form will be filled in jointly at the appraisal.

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 reviewed by the Chief Executive and forwarded to the Head of Corporate Services 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.

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 Chief Executive.

5. EQUALITIES COMMITMENT

Bridgewater Housing Association is committed to tackling discrimination on the grounds of sex or marital status, racial grounds, or grounds of disability, age, sexual orientation, language, social origin, or of other personal attributes, including beliefs or opinions, such as religious beliefs or political opinions.

Bridgewater seeks to embrace diversity, promote equal opportunities for all and eliminate any unlawful discrimination in all areas of our work.

6. POLICY AVAILABILITY

This document can also be provided in large print, braille, audio or other non-written format and in a variety of languages, on request.

7. MONITORING AND REVIEW

This policy will be reviewed every three years, unless amendment is prompted by a change in legislation, operational requirements or staff feedback.