



Report to:

Northwards Housing Board
14 June 2006

Item No:

7d

Title:	Staff Appraisal Scheme		
Date:	6 June 2006		
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Confidential:	NO		
For: (Please tick action required)	NOTING	DISCUSSION	APPROVAL √

PURPOSE OF REPORT

The introduction and implementation of a new competency-based appraisal scheme for Northwards employees. A copy of the appraisal scheme is appended to this report.

RECOMMENDATION

The Human Resources and Equality Sub-Committee considered the new staff appraisal scheme at its meeting on 23 May and is recommending that the Board approves the scheme.

IMPLICATIONS

Equality & Diversity:	None directly
Financial:	Cost of training initiative (managers' appraisal skills)
Staffing:	Employees benefit from this scheme, identifying training needs
Decency Target:	None directly
Governance:	None directly

Equality & Diversity Implications (Please tick where relevant):

BME
Elderly
Young
Disability

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Lesbian/Gay/Bisexual/Transgender
Single Parent
Domestic Violence
Alcohol/Drug Mis-users

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Consultation/Consideration:

	Yes, No or N/A:	Name:	Date:
Sub-Committee:	Yes	Human Resources & Equality	23 May 2006
Area Panel:	No		
Ward Councillors:	No		



Northwards Housing

APPRAISAL SCHEME

INTRODUCTION

This report outlines Northwards' employee appraisal scheme. The performance appraisal is essentially an opportunity for the individual and those concerned with their performance, usually their line manager, to engage in a dialogue about the individual's performance, development and the support required from their manager. It should be a free-flowing conversation in which a range of views are exchanged.

Performance appraisals review past behaviour and so provide an opportunity to reflect on past performance. Northwards will base the appraisal process to make future development and implement plans for the appraisee.

The competencies are illustrated as behavioural indicators which will provide discussion not solely concerned with achievement of objectives, but "how" the objectives were achieved.

WHAT ARE APPRAISALS?

Northwards Housing's appraisal scheme provides a formal framework, which enables both line managers and employees to take an overall view of the work of the employees to assess performance, provide a framework for improvement, and support career aspirations within the context of the organisations priorities.

THE OBJECTIVES OF APPRAISAL

The objectives of appraisals are to:

1. Review past performance
2. Review training and development activities undertaken
3. Agree a work plan which sets out individual objectives and targets for the future
4. Agree a personal development plan which sets out training and development needs
5. Consider career aspirations

THE BENEFITS OF APPRAISAL

Effective appraisals can:

- Define priorities and clarify performance expected levels and standards of performance
- Ensure objectivity about the employees job performance and provide clear direction for improvement
- Reveal problems which may be restricting the progress of the employee or causing inefficiencies and provide an early warning system for potential issues
- Develop individuals skills and the skills required by the organisation for the future
- Evaluate the effectiveness of training and development activities
- Get the best out of people, make staff feel valued and keep employees motivated

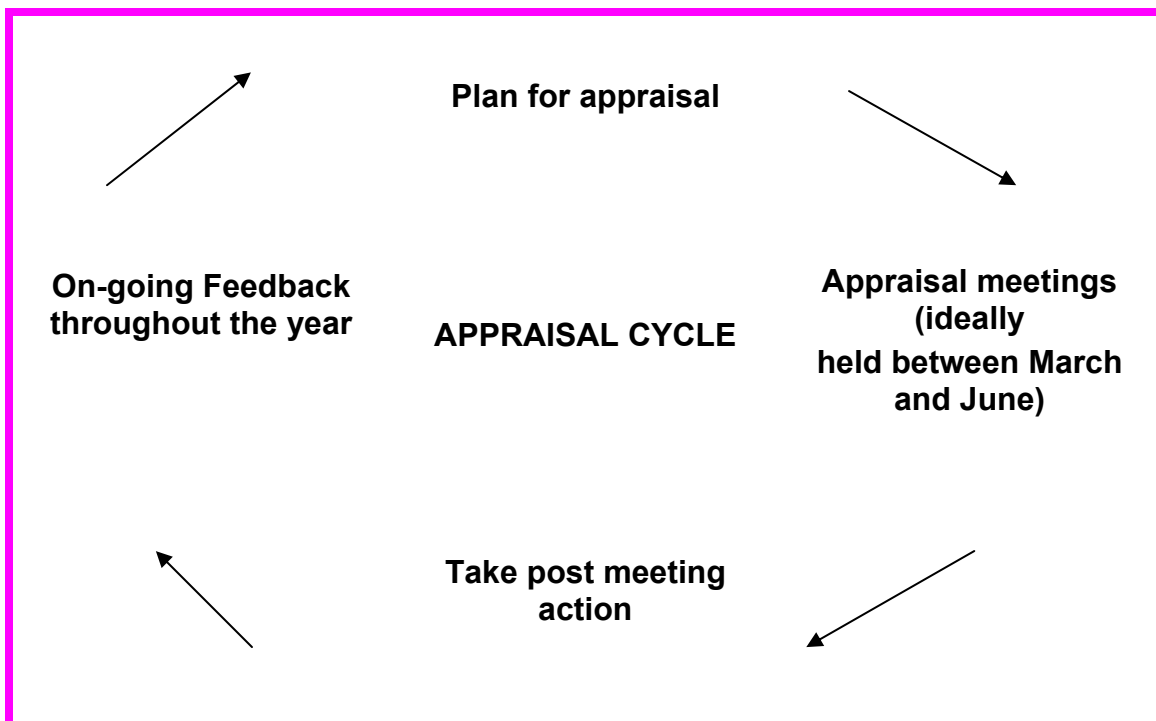
- Improve employees / manager relations and communication
- Improve organisational performance and help the organisation to move forward
- Help employees to understand their role and see how their performance contributes to Northwards Housing's Pledges

THE APPRAISAL CYCLE

Formal Appraisals take place once a year. However, it is good practice to have in regular reviews throughout the year to monitor progress.

These should be supplemented by regular and ongoing feedback (both positive and negative which should be at the appropriate time (as something happens/does not happen) and through formal mechanisms such as supervisions or one-to-one meetings

Appraisal is a continuous cycle as described below.



HOW THE APPRAISAL SCHEME LINKS TO PERFORMANCE MANAGEMENT

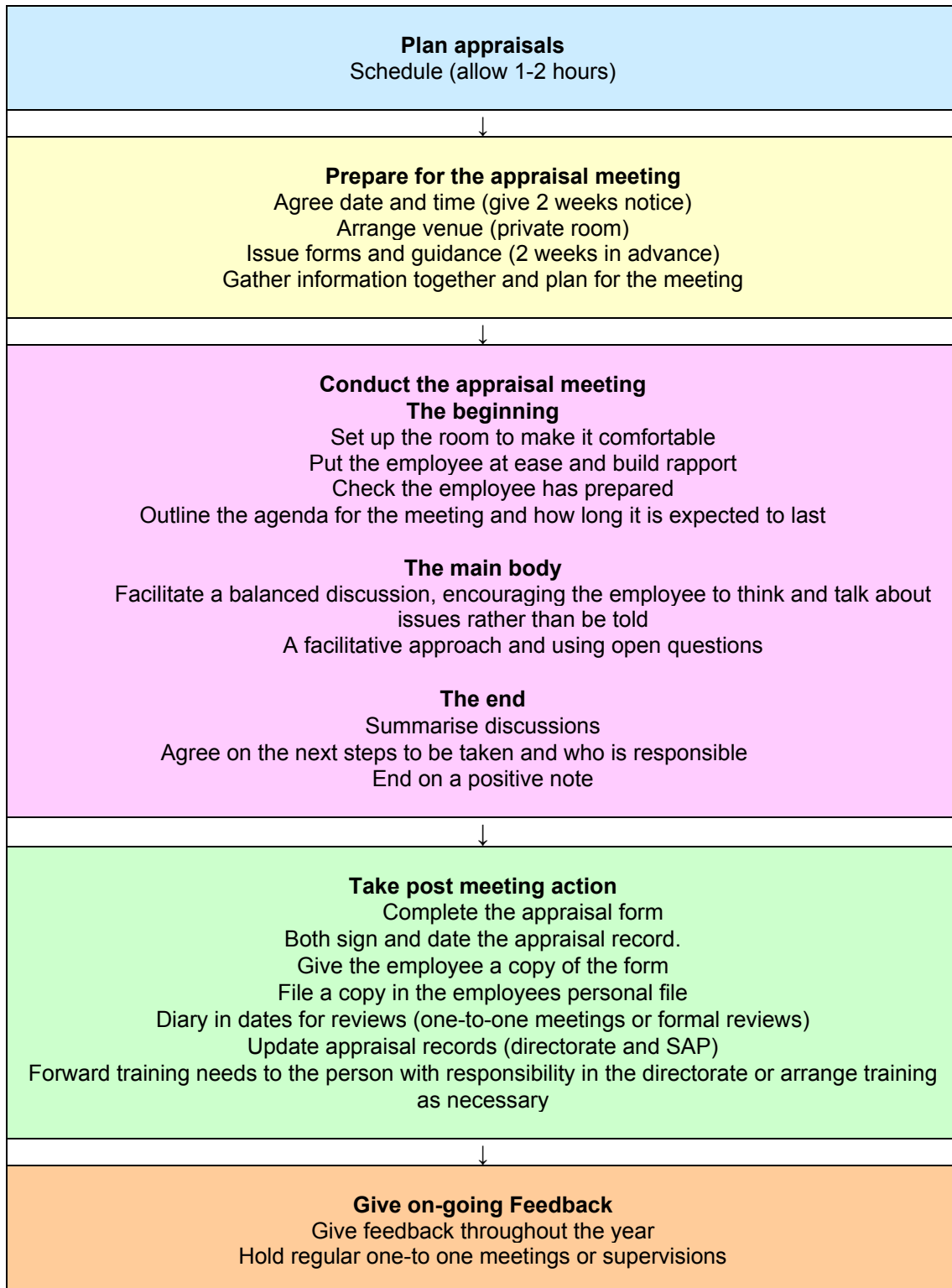
Appraisal is part of Northwards Housing's Performance Management System. All objectives within the Performance Management Framework are linked together



Progress against objectives and targets is reviewed and evaluated at all levels.

At the individual level, objectives and targets are identified, reviewed and evaluated through the appraisal scheme.

OVERVIEW OF THE APPRAISAL PROCESS



GENERAL APPRAISAL PRINCIPLES

Appraisals must:

- Take place for all Northwards Housing employees at least once a year. It is considered good practice to have a formal 6 monthly interim review
- New employees, or those who have a change of job role should have an appraisal within the first six months
- Follow the corporate principles and use the forms documented in this guidance
- Be conducted on a one-to-one basis
- Be conducted by the person best placed to comment on the employees work. This is usually the line manager unless another officer is more appropriate e.g. on a day-to-day basis the employee works more closely with another manager or supervisor
- Be supported by relevant briefing/training, so that employees can participate effectively
- Be consistently applied to all employees, including full time, part time, fixed term contract, casual, and agency staff

Appraisals should be:

- A culmination of good management practice – not a stand-alone activity that happens once a year. Nothing in an appraisal meeting should come as a surprise
- Based on facts and evidence and **should not** be based on opinion or personal values. If appraisal is not based on facts and evidence, the meetings are unlikely to go well
- A two-way process with both the appraiser and employee participating fully in the preparation, discussion and follow up actions
- Conducted according to these guidelines

ROLES AND RESPONSIBILITIES (EXPECTATIONS)

The broad roles are described below.

Role of the Appraiser (usually line-manager)

Line Managers must:

- Ensure all employees have an annual appraisal
- Ensure the employee has had a copy of the Employee Pack
- Ensure that the employee understands the purpose of the appraisal
- Agree the date and time of the appraisal with the employee
- Book a suitable room which is free from interruptions
- Collect and copy any information
- Prepare for the appraisal
- Be objective and base the discussions on facts and not opinions
- Use a facilitative rather than telling approach
- Conduct appraisals in a fair and consistent manner
- Take appropriate follow up action after the appraisal meeting

Role of the Appraisee (employee)

Employees must:

- Familiarise themselves with guidelines relating to the appraisal scheme
- Ask their line manager for clarification or explanation if things are not clear
- Prepare for the interview by thinking about the areas for discussion and gathering
- Take an active part in the appraisal meeting
- Take agreed follow up action after the appraisal meeting

Role of Directors (or their appointed officer)

Directors must:

- Ensure their appraisal practices within the directorate conform to these guidelines
- Ensure appraisals take place for all employees
- Ensure employees have the skills and knowledge to participate fully in the appraisal process
- Ensure consistency and quality of the appraisal process within their directorate
- Deal with any disagreements that cannot be resolved by appraiser and appraisee
- Make the outcomes of appraisal available for analysis to meet the requirements of the RR(A) Act 2000, the DDA Act 2005 and the Equality Act 2006-03-21

The role of the Head of Human Resources

The Head of Human Resources must:

- Monitor how the appraisal policy is implemented across the company
- Approve any changes to the scheme as necessary

DISAGREEMENTS

It is expected that the line manager and employees, with the intervention of a more senior officer if necessary, can resolve most disagreements. Additionally, regular monitoring of the scheme in directorates and appropriate training should alleviate most issues. However, employees who remain aggrieved by the scheme should be advised to follow the grievance procedures.

REVIEW OF THE SCHEME

The appraisal process has been revised and simplified and has been designed so that it can be used for a wide range of job roles within a range of settings.

It will continue to be revised to ensure that it is fair and fits with the needs of the organisation and individuals.