25 Appraisal Policy

1. Introduction
   1. Our appraisal process celebrates success; reflects on past performance; identifies any training, development or performance needs; and motivates you to perform in the period ahead.
   2. This Policy:

* Explains the principles that underpin our approach to appraisals
* Sets out the different roles and responsibilities that you and your [line manager] have as part of the appraisal process
* Provides guidance on how to set strong objectives against which to measure your future performance
* [Explains our 360-degree approach to feedback and what this might mean for you]
* Sets out some of the opportunities presented by our appraisal process
* Explains how we will store appraisal materials and how you can access them to appraise your ongoing performance
* Explains the connection between our appraisal structure, training and development and performance management
  1. Please note that this Policy does not form part of your contract of employment. We reserve the right to amend or remove this Policy.
  2. This Policy applies to all employees of the business.

1. Key principles underpinning our approach to appraisals
   1. We will be guided by the following principles in our approach to appraisals:

* All employees will be appraised fairly.
* Discussion in relation to performance will be evidence-based where possible.
* Appraisal meetings will be held privately.
* We will provide constructive feedback on past performance.
* We will recognise good work.
* We will make sure that the appraisal process does not exist in a vacuum – it should form the basis of an ongoing discussion between you and us regarding your performance and direction.
* We will set clear objectives for the period ahead.

1. How our appraisal process works
   1. [Insert a brief explanation of how appraisals operate within your business.]

EITHER (if you operate a traditional annual appraisal process)

* 1. [We have an annual appraisal cycle with appraisals being carried out once a year [in around [insert month if appropriate]]. You will generally be appraised by your [line manager]. You will be contacted by your [line manager] to arrange an appraisal meeting. Before your appraisal meeting, you should complete the appraisal form and carry out any necessary preparation. You should review your previous appraisal to consider whether previously set objectives have been met. Your completed appraisal form should be shared with your [line manager] a week before your appraisal meeting.]

OR (if you have a ‘regular check-in’ approach to appraisals)

* 1. [We operate a [quarterly] check-in appraisal process, in which the first meeting each year is more formal and then regular check-ins held throughout the year are less formal. By holding regular check-ins, we aim to focus on issues as and when they arise rather than allowing issues to become stale over time. The general structure of our check-in approach is that annual objectives will be agreed at the first appraisal meeting. These will then be assessed, reviewed and amended as appropriate at the first check-in and second check-in, which will be held [at the end of each quarter]. A final meeting will be held [at the end of the year], at which performance over the whole year will be reviewed. At this final meeting, there will be an opportunity to discuss wider issues, such as career aspirations and business plans, and objectives will be set for the year ahead.]]

1. Our role in the appraisal process
   1. Having a positive experience of the appraisal process can have a big impact on your motivation. We know it is important that our appraisal structure is fit for purpose, that those involved are appropriately trained, that all necessary preparation is undertaken and that appraisals are carried out in an atmosphere of respect. We make the following commitments in terms of our conduct as part of the appraisal process:

* [We will arrange to send out 360-degree feedback requests to your colleagues.]
* We will gather evidence to support our position on attainment.
* We will encourage self-assessment.
* We will listen and ask open questions.
* We will aim to agree solutions with you to any issues which arise.
* We will identify any training and development needs.
* We will provide constructive criticism which is improvement focused.
* We will work with you to create clear objectives to take forward.
* We will ensure that our discussions, outcomes and objectives are recorded in writing.

1. Your role in the appraisal process
   1. To get the best out of the appraisal process, you need to take an active role. This means you should:

* Review your objectives and your previous appraisal in good time before the meeting.
* Take the time to gather evidence to show the extent to which you have met your previous objectives.
* Be in a position to explain where and why you have not met your previous objectives and have proposals for how we can help you make sure similar objectives can be met fully in the future.
* Ensure that any new proposed objectives are SMART (see section 6).
* Prepare all paperwork in advance of the meeting.
* [Suggest colleagues from whom it would be appropriate for us to seek 360-degree feedback.]
* Ensure that your documentation is sent to your appraiser seven days before the meeting itself.
* Take time in advance of the meeting to reflect on what outcome you would like from the appraisal process, including thinking about any training requests, career aspirations and any points of concern you may wish to raise.

1. Tips for setting strong objectives and how to assess achievement against them
   1. We want all objectives set as part of the appraisal process to be SMART. This means that they should be:

* Specific – They should be simple and clearly written.
* Measurable – They should include a mechanism by which to judge achievement.
* Achievable – They should be attainable, even if they involve some stretching.
* Realistic – They should be within your capabilities and relevant to your role.
* Time-bound – They should include a timeframe within which they should be completed.
  1. In assessing performance against objectives, we will generally want you to set out examples of achievement using an SBI approach. SBI provides the following structure within which examples of performance against objectives can be set out:
* Situation – Set out the situation within which you believe the objective was met.
* Behaviour – Explain what you did.
* Impact – Set out the impact that your behaviour had and how it demonstrates performance against a given objective.

1. Feedback
   1. [Our appraisals are 360-degree. They look not only at performance but also collaboration, teamwork and behaviours towards others. We will usually ask you to nominate colleagues from whom you would be happy to receive 360-degree feedback. We trust that you are best placed to know who you work with most closely, although we may, on occasion, request 360-degree feedback from others who you have not nominated. The replies received will be discussed during the appraisal meeting.]
   2. [If you are asked to complete 360-degree feedback for a colleague, then you must provide fair and honest feedback. Where you can, provide evidence to support any specific feedback given.]
2. Next steps following your appraisal
   1. After your appraisal meeting, you should work with us to make sure that all necessary follow-up is completed and that the completed forms are sent to our HR department where they will be reviewed and stored in accordance with our Data Protection Policy.
   2. You can access your previous appraisal documentation at any time by [insert method by which employees can access their submitted appraisal documentation].
   3. If a performance management concern has been discussed as part of the appraisal process, then we may take matters forward in line with our Performance Management Policy.
   4. If a training or development need has been highlighted as part of the appraisal process, then this will be taken forward in line with our Training and Development Policy.
   5. If you are unhappy with any part of the appraisal process, then you should raise this in the first instance with your appraiser. If you are not able to do this, or if the matter remains unresolved following these discussions, then you should refer to our Grievance Policy.
3. Useful links and contacts
   1. The following internal policies are referred to in this Policy and contain additional information and guidance:

* Training and Development Policy
* Performance Management Policy
* Grievance Policy
* Data Protection Policy

1. Administration of the Appraisal Policy
   1. Name1 is responsible for the administration of this Policy. Should you have any feedback, please email to Email1.

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| Organisation Name: | ABC Ltd |
| Policy Adopted Date: | 1st January 2024 |
| Due for Review Date: | 1st January 2026 |
| Person Responsible for Policy: | Name1 |
| Email: | Email1 |