



## **Staff Appraisal Policy and Procedure**

### **1 Introduction**

LSET is committed to supporting and developing its staff to enable them to carry out their work effectively and to fulfil their potential, thereby providing its members and users with excellent service. This policy aims to ensure that staff expect and receive appropriate support and training to enable them to do their job, meet agreed objectives, improve performance, and develop skills and knowledge. LSET director is responsible for providing such support and development opportunities, and this is done both informally, in the course of everyday communication, and more formally through structured induction.

This document does not form part of a contract of employment and may be changed from time to time in line with current best practice and statutory requirements, and to ensure that business needs are met. Staff will be consulted and advised of any changes as far in advance as possible of the change being made unless the change is required by statute.

### **2 Purpose of Appraisal**

Appraisal allows the opportunity to Look Back and to Look Forward.

The purpose of the appraisal meeting is to

- clarify objectives
- identify changes like the work done and possible new directions,
- help staff to make the most of themselves by reviewing their strengths and weaknesses to plan action to assist development,
- increase the effectiveness. This might include changes in work practice, identification of training needs, and consideration of long-term plans.
- inform future supervision sessions – for example, to measure and build upon progress on agreed items
- feed into the overall training plan and identified training needs from each appraisal will be shown in the plan. The purpose of this is to enable the organisation to monitor the training needs of all staff annually, to ensure that identified needs are met (as far as possible).

Ongoing training around equal opportunities/diversity issues is a key priority for all staff. LSET directors or any other designated member of staff completing the appraisal forms are encouraged to reflect honestly on their/their staff's needs for training or development in this area.



### **3 Principles**

Each employee has a major role to play in their appraisal, and appraisals will be conducted in such a way that an honest exchange of views is encouraged, participation and openness are encouraged, the employee is treated with respect and consideration, and the whole process feels and is genuinely two-way. Appraisals are for the benefit of the employee and should be an entitlement, not as something that is 'done to' the employee.

As with supervision sessions, the meeting will take place in comfortable surroundings, free from interruptions. All appraisals will take place following our policies, best practice and legal responsibilities concerning equal opportunities.

### **4 The Appraisal Procedure**

The basis of the system is an annual meeting between the employee and his/her immediate senior member of staff.

Both the employee and staff/manager/director will complete a pre-appraisal form in advance of the meeting. These are for the benefit of both the person carrying out the appraisal and the person being appraised to outline the areas they wish to cover.

The meeting is:

- To review progress and priorities.
- To explore and resolve any problems in these areas.
- To discuss the employee's potential and future training needs.
- To set targets for future work and training if relevant.

This active appraisal is a positive way of helping people to develop their potential whilst carrying out their work. Benefits to the person being appraised include the chance to:

- discuss how you are getting on with the work in detail
- find out the line manager's views of your work
- explore ways of working more effectively
- discuss your future within LSET
- discuss how you see your career developing
- share views on how you see you are being managed
- Give feedback to your superior staff.

The two parties should agree with the actions to be taken as a result of the meeting. So that there should be no misunderstandings and to provide a point of reference, the meeting and agreements on action points should be



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recorded in writing, using the Appraisal Form so that these can be referred to in subsequent meetings.

All staff are to be appraised under this system.

## **5 Appraisals timescales**

The first informal appraisal takes place 6-9 months after a new employee has started; thereafter appraisals should be completed annually during [ March / April] at a time suitable to both parties.

## **6 Job descriptions and grading**

The annual appraisal might sometimes raise issues which point to the need for a change in job description. This would be discussed amongst and any necessary action that's needed, would be taken accordingly.

## **7 Confidentiality**

The Appraisal Form is seen by the relevant member of staff, the line manager / Appraiser and the Principal. The Appraisal Form will be retained on file for reference on future appraisals, including by a future line manager.

## **8 Disagreements**

The meeting can throw up a major difference of opinion between the line manager and employee. However, that should rarely happen if the supervision system is functioning properly. If there is disagreement regarding the Appraisal Form following the meeting should reflect the discussions of both participants. Both parties should agree that the Appraisal Form accurately reflects the discussions and any disagreements. If necessary, any appraisee who feels that his/her appraisal was unsatisfactory or unfair to him/her, may ask that a senior manager/director to review the appraisal with him/her and the appraiser. Ultimately, the employee has the right to raise a grievance concerning any aspect of the appraisal system.

Implementation Date: \_\_\_\_\_

Review Date: \_\_\_\_\_

Signed: \_\_\_\_\_