Annex 6

Appraisal Policy

Performance appraisal

Each year, each member of staff will take part in a meeting with his/her immediate manager to discuss aspects of his/her work performance. The objective of the meeting will be to review the previous year's achievements and to discuss any future training, development and career planning relevant to the individual and to the Practice.

This meeting should be regarded both as a stocktaking exercise and a springboard. Continuous dialogue throughout the year between the manager and the appraisee should inform the agenda of the meeting, and the outcome of the discussion should be a clear plan for both participants in terms of taking action to ensure that the appraisee is enabled to achieve his/her full potential in the work that he/she carries out for the Practice.

It is important that the appraisal scheme focuses upon some clear objectives so that the effort it demands from both appraisers and appraisees can be directed towards specific outcomes. The benefits of an appraisal in terms of improved communication and enhanced performance, both for the individuals involved and for the Practice, will be achieved only by the continuous commitment of all those involved in the scheme.

The objectives of the performance appraisal scheme

The objectives of the performance appraisal scheme are as follows:

- To provide a platform for the Practice Manager and employees to review aspects of job performance on a regular basis so that each individual is provided with the wherewithal to perform his/her job to the best of his/her ability, and to make the best contribution possible towards the Practice's goals. The process should provide clear direction towards personal and organisational objectives, so that each individual is able to achieve his/her potential, gain maximum job satisfaction and contribute towards the Practice's success.
- To add value in identifying individual training, development and career needs. Discussions on such needs should focus upon genuinely assisting the appraisee in acquiring the relevant skills, knowledge and behaviours (competencies) for him/her to perform well in his/her current role. Opportunities for advancement or alternative work may also be on the agenda.

Timing of appraisals

Each year in [record month] the Practice Manager will prepare a schedule so that each employee is allotted an appraisal meeting with them. New staff who are still in their [six]-month probationary period will be seen as normal for their probation one-to-ones. Otherwise, all staff with over [six] months' service will be included on the appraisal schedule.

The appraisal interviews will take place over the months of [for example May and June].
Appraisal pack

An appraisal "pack" will be made available by the Practice Manager. The pack contains:

- an appraisal preparation form;
- an appraisal form;
- an action plan.

Appraisal forms

The appraisal forms are designed to prompt appraisers and appraisees to focus on the correct agenda in line with the objectives of the appraisal scheme. They must be completed as a faithful record of the discussion that took place at the appraisal meeting, and the action summaries should be used as a planner so that any agreed outcomes are followed up conscientiously.

The appraisal preparation form is designed to prompt appraisees to give some thought to the areas that the appraisal meeting will address. Ideally appraisees should return a completed preparation form to the Practice Manager before the appraisal meeting so that he/she can do any necessary research.

Appraisal training

Prior to carrying out the appraisal interviews, the Practice Manager will meet with his/her employees to carry out an information/training session so that employees are familiar with the process and understand how they can participate fully in it.

Review of appraisals

The Practice Manager will arrange a meeting with the Partner responsible for staffing within [one week] of completing their meetings with employees, in order to review the appraisals that have been carried out. This exercise is not designed for the Partner to offer their views on any individual. Its purpose is to review the fairness and effectiveness of the appraiser's approach to the process.

Completed forms

Any paperwork or electronically filed forms should be completed within two weeks of the appraisal meeting and must be kept absolutely confidential. Either a hard copy or an electronic copy must be lodged on the individual's own personnel file, but he/she must have a copy of the appraisal for his/her own safekeeping. The completed appraisal form and action plan must be viewed as working documents and as such be continually referred to and reviewed throughout the year.

The development and training section of the appraisal form should be set up as a separate file to enable the Practice Manager to arrange relevant and required training.

Request for review

Any appraisee who feels that his/her appraisal was unsatisfactory or unfair to him/her, may ask the Partner responsible for staffing to review the appraisal with him/her and the appraiser.