

# Performance Appraisal Policy

## 1 Purpose

- 1.1 This policy outlines Healthwatch Worcestershire's approach to dealing with Performance Appraisal and follows ACAS guidance.
- 1.2 The policy applies to all Healthwatch Worcestershire employees.
- 1.3 This policy is not contractual and does not form part of an employee's contract of employment. Healthwatch Worcestershire reserves the right to make amendments to this policy from time to time at its sole discretion.

## 2 What is Performance Appraisal?

- 2.1 Poor work performance has a negative impact on productivity, health and safety and workplace effectiveness and can lead to resentment by those employees performing to a satisfactory standard. However, Healthwatch Worcestershire recognises that an individual's performance can vary from time to time and is committed to fair and consistent treatment of employees at times when their performance falls below an acceptable level.
- 2.2 Performance Appraisal is the central pillar of managing performance and is used as part of a continuous and holistic performance management process which also includes Induction, the Probationary Period, regular 1-to-1 meetings - and, when necessary, managing through the Capability and Disciplinary processes.
- 2.3 Performance Appraisal is an opportunity for employees and managers to engage in a dialogue about an individual's performance, identifying achievements, strengths and areas for development and agreeing how performance and skills can be maximised for the mutual benefit of the employee and the organisation.
- 2.4 A successful Performance Appraisal meeting ensures the employee
  - knows and understands what is expected of them;
  - develops the skills and ability to deliver on these expectations;
  - is supported by the organisation in their development;
  - is given feedback on their performance;
  - has the opportunity to discuss and contribute to individual, team and organisational aims and objectives.
- 2.5 Performance Appraisal is routinely carried out by managers and is an important part of their management responsibilities.

### **3 Principles**

3.1 All employees will have an annual Performance Appraisal. This will involve a meeting with their line manager to discuss:

- their progress against objectives;
- their work performance in general (evidence-based);
- their development needs;
- their career aspirations;
- their attendance (and the impact absence has on performance);
- objectives for the next review period.

3.2 The timing of the annual Performance Appraisal will be at the discretion of the Healthwatch Worcestershire Board.

3.3 All employees will be set SMART objectives which are relevant to Healthwatch Worcestershire's business plan.

SMART = Specific, Measurable, Achievable, Relevant and Timely.

3.4 Managers are expected to be familiar with the employee's work and able to give a detailed and comprehensive review of their performance throughout the whole of the review period.

3.5 Performance will be rated on a numerical scale, differentiating between different levels of performance.

3.6 Employees will have the right to seek an independent review of their rating using evidence to support their case.

### **4 Confidentiality**

4.1 Performance Appraisal documentation will be kept and maintained in accordance with the Data Protection Act 2018.

### **5. Audit and Review**

5.1 A review of this policy will take place annually unless legal, contractual, specific business requirements, operational changes or events necessitate an earlier review.

5.2 This policy will be subject to Equality Impact Assessment under the Public Sector Equality Duty Act 2010.

# Performance Appraisal Procedure

## 1 Roles and Responsibilities

- 1.1 Managers are responsible for setting employee objectives and ensuring that an annual appraisal (Performance Development Review - PDR) is carried out for each member of their team. It is essential that adequate time is set aside and that the meeting is conducted objectively, professionally and without interruptions. Managers should be constructive with feedback but should not shy away from addressing difficult areas and frankly discussing under-achievement.
- 1.2 Employees are responsible for contributing to the setting of their own objectives showing their commitment to continuous development and stepped improvements in their performance. They are responsible for preparing for their appraisal (PDR) meeting, completing the 'Employee Preparation Form' as an aide-memoire of what they wish to discuss and being prepared to talk candidly about how their performance can be enhanced.
- 1.3 The Chairman will carry out objective setting and annual appraisal of all Directors and the Managing Director will carry out objective setting and annual appraisal of all staff.

## 2 Timetable

- 2.1 The timing of the annual Performance Appraisal will be at the discretion of the Healthwatch Worcestershire Board.
- 2.2 However, it is important that objective setting is cascaded from the top following sign off of the Healthwatch Worcestershire annual plan. This will ensure that all employees are working towards the same organisational goals. Objectives may be revised through the year, either because they have been achieved or where other factors have caused plans to be revised.

## 3 Objective setting

- 3.1 The number of objectives will vary according to the seniority and breadth of the individual's role.
- 3.2 In some instances, it may be appropriate to include a personal objective specific to the individual's current role or career aspirations.
- 3.3 All managers will ensure that objectives are SMART, ie Specific, Measurable, Achievable, Relevant and Timely.
- 3.4 The new objectives will be recorded on form PDR2 following the annual PDR (appraisal) meeting.

## **4 Recording and Reviewing Performance**

- 4.1 Employees should gather evidence and appreciations and keep a record throughout the review period of their achievements and learnings.
- 4.2 Equally, Managers are responsible for keeping a 'running record' throughout the review period of both good and poor performance to ensure that the PDR does not overly concentrate on most recent work or incidents. This does not mean that performance will not be addressed in 'live' time; good performance will be recognised and rewarded as it happens and poor performance will be discussed and managed through informal management interventions and when necessary through the Capability and Disciplinary procedures.
- 4.3 The PDR meeting will supplement (but never replace) day-to-day management of performance and will be a summary of the year's achievements.

## **5 Identifying Development Needs**

- 5.1 During the objective setting process, the manager and employee will identify any activities which will help the employee to achieve the objectives by broadening their experience, enhancing existing skills and/or developing new ones. Employees are expected to give time and consideration to their own continuous development, considering how they can self-develop and not relying on the organisation to provide and fund all training and development opportunities. Sometimes development may require specific classroom learning or signing up for a particular qualification. However, more often it is likely to involve reading books/articles/journals, coaching or mentoring, e-learning, attending a conference, work shadowing a colleague or someone from a partner agency, joining a support network, attending a meeting as an observer, etc.

## **6 Attendance**

- 6.1 The annual PDR meeting is a good place to review the year's attendance, particularly where it has not been identified under the Managing Absence policy; this may be because attendance has been excellent or good (and therefore should be recognised and congratulated) or where it has been just below a level of concern, but could be improved upon. The number of days absence should be recorded on the PDR1 with appropriate comment about how this has impacted upon individual and/or team performance.

## **7 Rating Performance**

- 7.1 Performance will be rated on a numerical scale differentiating between different levels of performance.

1	Overall outstanding performance
2	Exceeds the requirements of the job
3	Meets the requirements of the job
4	Generally meets the requirements of the job but with some weaknesses
5	Unacceptable performance

7.2 The manager will give an overall 'in the round' rating once the PDR meeting is concluded, ie not pre-judging the evidence that the employee will bring or the contribution they will make to the appraisal meeting.

## **8 Administration and Sign-off**

8.1 Following the PDR meeting, the manager will complete form PDR1 as a record of the appraisal and the rating and PDR2 to confirm the new or amended objectives.

8.2 The employee will be required to sign each form in acceptance.

## **9 Appeals against Rating**

8.1 Where an employee considers they have been unfairly rated, they should use the Healthwatch Worcestershire Grievance Procedure to request independent review. They will be expected to provide adequate evidence to support their appeal.

8.2 Appeals should be raised with the Healthwatch Worcestershire Chairman whose decision will be final.