



STAFF APPRAISAL POLICY

1. Introduction

North Glasgow HA values its staff and wants them to be happy and proud to work for the Association. Staff who feel this way are more motivated, more interested and more likely to take responsibility and share ownership for contributing to North Glasgow HA's corporate and social responsibilities.

North Glasgow HA is, therefore, committed to staff involvement, developing the potential of every member of staff and creating a culture in which the following values and behaviours are encouraged, recognised, developed and rewarded. Our appraisal process is specifically designed to ensure the following values are incorporated into individual team members' work plans:

- Demonstrating initiative for improving the service to customers, or internal processes.
- Taking responsibility for problems and issues, which prevent the organisation from delivering good service to customers or to each other.
- Demonstrating teamwork – within and across teams – working together and supporting the overall goals of the organisation.
- Delivering excellent customer service – responding promptly and courteously to customer requests, anticipating and exceeding customer's expectations
- Continuously seeking improvement to what we do.

Staff have been consulted and have been actively involved in the introduction and ongoing review of this policy.

2. Purpose

The main purpose of staff appraisals is to assist with staff personal development, improve performance and achieve North Glasgow HA's objectives, through the maximisation of individual employee and team potential.

It is also recognised that a review of individual & team achievements can improve performance through:

- Clarification of an employees job function and role in the team
- Reinforcing our positive and professional attitude to our work
- Identification of training needs
- Identification of support needs
- Giving future direction to the job through the identification of objectives
- Building good relationships between the staff member and manager
- Taking time out formally to let staff know how valuable they are to the organisation
- Providing an opportunity for employees to contribute to the organisations development

The appraisal process will link the employee's work, training & development to North Glasgow HA's Internal Management Plan (now called the Annual performance Plan). The Employee & the Manager will look at performance over the last year and agree what/how staff will be able to contribute to the continuous improvement of the organisation and the services provided over the coming year. Training / support will be given to enable employees to perform their job to the best of their ability.

These agreed goals will be reviewed throughout the year. The line Manager and Staff member will meet formally at least twice during the course of the year to discuss progress and any obstructions to success.

3. Principles

The aim of the appraisal process is to achieve mutual assessment and agreement on the employee's contribution, targets, training & development needs.

The objective of the appraisal process is to achieve a mutual assessment of performance and mutual agreement on the way forward. The manager and post holder should reach a general consensus of opinion in all areas during the discussion. Best results will be achieved if the employee is given ample time to complete the appraisal forms in advance of the formal meeting. Staff are therefore given an opportunity to note what they feel they have achieved where they have excelled and where they may need some further training and/ or direction. This will form the basis of the appraisal discussion. The initial appraisal discussion will normally take place in April/early May. The period of appraisal will be no longer than a year and a mid year review meeting will be held around October each year.

Managers will not view the appraisal process as a mechanism to admonishing or rewarding particular staff.

Prior to any formal staff appraisal, the staff member and their manager will have taken enough time to prepare. The interview should be somewhere free from interruptions, relaxed and informal to encourage frank and open discussions.

The appraisal process will assess achievements and look at the employee's contribution from an overall perspective as well as the day-to-day details. Comparison of actual work with the job description is to provide a preliminary diagnosis of training needs.

A completed appraisal form is a confidential document. Appraisal

forms will therefore be kept securely and only the employee, their Manager and CEO will have access. (In the case of the CEO the Chairperson & Vice Chairperson as the appraisers will have access) It should be noted however that, during an audit by the Scottish Housing Regulator, their auditor will have the right to access personnel files for the purpose of the audit. Forms will be destroyed six months after an employee leaves North Glasgow HA.

The Director will ensure that the Internal Management Plan reflects the individual staff member's appraisal action plan.

4. Process

Appraisal Interview

Details of the appraisal process are included in the induction for all new employees and will:

- Provide an appreciation of the benefits expected from staff appraisal
- Provide an understanding of how staff appraisal will operate
- Assist staff to develop skills in conducting effective appraisal interviews

The interview will be effective if the following 10-point plan is followed:

- Clear management commitment
- Adequate training for all
- Positive & trusting climate of relationships
- Supportive approach by interviewer
- Clear explanation & agreement of objectives
- Clear, early understood paperwork
- High level of employee participation
- Joint problem solving
- Setting specific tasks
- Effective follow up

The employee will be given at least two weeks notice of the date of the appraisal discussion. The employee will be given sufficient time during working hours to prepare for the interview and should understand the framework and objectives of the appraisal process.

Before the interview, the employee will complete the form detailing how they believe they can make a positive contribution to the work and culture of the Association. This will form the basis of the appraisal discussion. The appraiser will comment on the contribution of the employee to date and on the relevance of their proposals for the coming year in relation to the current post. Mutually agreed objectives and training and development needs will be discussed and noted, with agreed target timescales.

During the interview, performance against targets set last year will be discussed. In addition, objectives, tasks & targets for the coming year will be agreed.

The employee & the Manager will sign the form & agree dates for *the mid year review*.

Appraisers

All staff will be appraised. The person carrying out the appraisal must have direct influence over the appraisee's future and be capable of implementing most recommendations arising from the appraisal. Where possible the direct line manager will be the person with whom employees meet for the appraisal discussions. The Chairperson and Vice Chairperson will appraise the Director.

Where a line manager feels an employee's contribution has been particularly exceptional, they will take responsibility for highlighting this to the Executive Team.

NORTH GLASGOW HOUSING ASSOCIATION

Appendix 1

Appraisal Process

The purpose of the staff appraisal process is to ensure every member of the North Glasgow Housing Association team is clear about how their individual contributions help us achieve the overall aims and objectives of the organisation. The Internal Management Plan provides the strategic direction (the “doing” part of the business) and our agreed values provide clear direction on our culture and how we expect things to be done (the “being” side of the business)

Appraisal discussions

The discussions will be most effective if the following plan is followed:

- Clear management commitment to the process
- Consistency across divisions
- Positive & trusting climate of relationships
- Supportive approach by appraiser
- Clear explanation & agreement of objectives/tasks
- High level of employee participation
- Joint problem solving
- Effective follow up

Employee should be given at least two weeks notice of the date of the appraisal discussion and they should be asked to complete the values questionnaire. The appraiser should also complete the values questionnaire in advance of the meeting, any differences in opinion should be discussed as part of the meeting and any development needs arising from this should be agreed.

Before the interview, the employee should be encouraged to complete the main form detailing how they believe they can make a positive contribution to the work and culture of the Association. This will save time during the appraisal and will form the basis of the appraisal discussion. The appraiser will comment on the contribution of the employee to date and on the relevance of their proposals for the coming year in relation to the current post/IMP and Values. Mutually agreed objectives and training and development needs will be discussed and noted, with agreed target timescales.

The employee should be given sufficient time during working hours to prepare for the interview and appraisers should ensure the employee understands the framework and objectives of the appraisal process.

At the end of the meeting, the employee & the Manager will sign the form & agree dates for a mid year review meeting. Regardless of who the appraiser is, completed forms should be signed off by the Executive Team member responsible for that particular division i.e. I & R staff appraisals should go to Bobby Fleming, Housing Services should go to Ann Marie etc. Finally all appraisal forms should go to Organisational Development for scanning into personnel files.

Appendix 2 - Values

North Glasgow Housing Association

Values – Review

You should read the statements below, and tick the box you think most reflects your day-to-day work.

The boxes are labelled 1- 5, and signify:

1. Never	2. Rarely	3. Sometimes	4. Most of the time	5. Always
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Statements	1	2	3	4	5	Comments/Examples/Actions/Development
Appreciates other people's pressures						
Takes responsibility						
Is interested in the wider business						
Shows respect for colleagues						
Is approachable to colleagues						
Speaks to colleagues with respect						
Thinks about the impact of their actions						

Statements	1	2	3	4	5	Comments/Examples/Actions
Is interested in continual improvement						
Is open to change						
Shares knowledge and information						
Uses the experience of colleagues						
Cares about the customer						
Listens						

Appendix 3

Work Planning and Review Agreement 2010/11

Name	
Section	
Job Title	
Appraiser	
Date of Review	
Mid-Year Review	
Year End Review	

Employee Signature.....**Date**.....

Appraiser Signature**Date**.....

TASK	MID YEAR UPDATE	END OF YEAR UPDATE
1.		

Make a difference to your development.

What learning and development will you undertake in the next 12 months that will enable you to do your job better or assist in your career development?

TASK	MID YEAR UPDATE	END OF YEAR UPDATE
	N/A	
	Date Employee Signature Appraiser Signature	Date Employee Signature Appraiser Signature