

Staff Appraisal Policy

PAVS' policy and procedural documents have been developed to meet the specific needs of the Association and are periodically reviewed in line with any changes in the law or statutory provision. They are provided as an example for information purposes only.

Other Information Sheets in this series:

- PO1—Probationary Period Operational Procedure
- PO3—Confidentiality Procedure
- PO4—Policy for time off for staff with Care Responsibilities
- PO5—Policy on extended unpaid leave
- PO6—Volunteer Policy for PAVS' in-house volunteers
- PO7—Criminal Records Procedure (reviewed Sept 04)
- PO8—Complaints Procedure





PEMBROKESHIRE ASSOCIATION OF VOLUNTARY SERVICES

POLICY DOCUMENT HISTORY SHEET

Policy Ref: SAP/OP

Written By	Lorraine Allman	Department	Training Project
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Approved By	PAVS' Personnel Sub Committee	Date	
Ratified By	PAVS' Executive Committee	Date	
Review Date			

Document History

Version	Date	Author	Reason For Change
2.0	August 2004	Staff Development Working Group	
Consultation Circulation List			
PAVS' Executive Committee	PAVS' Staff Team		
PAVS' Organisational Management Team			

Note:

The Policy or Procedure Reference will reflect a prefix/suffix type. The prefix being an appropriate abbreviation for the name of the policy and the suffix denoting whether it is a policy or an operational procedure i.e. Probationary Period Operational Procedure would have the reference PROBAT/OP.



Pembrokeshire Association of Voluntary Services

Staff Appraisal Policy & Procedure

Statement of Intent

Integral to its employment policies, Pembrokeshire Association of Voluntary Services will undertake an annual review of the performance of staff members. It has been agreed by staff and Trustees that annual appraisals, linked to the Line Management process for staff members, will contribute to the strategic planning for the Association, and also identify the individual training needs of the staff team. PAVS' Appraisal Scheme will be framed within a learning and supportive environment, and used as an empowering tool that contributes to positive working conditions in which the work of staff is valued. The Line Management process, (an individual-centred activity reporting personal needs and dilemmas, and offering opportunities for discussion of day-to-day work issues), will form part of the Appraisal Scheme. The exercise should be seen in the context of personal development and strategic planning as well as the setting and achievement of targets and objectives for the Association.

General Principles of PAVS' Appraisal System

Appraisals will –

- consolidate the outcomes of Line Management sessions, and will take a pro-active, inclusive approach to resolving issues that emerge - appraisals will not raise unexpected issues
- adhere to the principles of equal opportunities and confidentiality, and ensure fair and equitable involvement
- utilise the experience gained by staff through their work, in order to help the Association to develop and implement its strategic plan
- identify training needs
- review performance
- determine mutually agreed performance targets for the year ahead

In support of the above principles the appraisal system will include an initial induction workshop for all staff members, together with a comprehensive training programme for managers and trustees involved in appraising staff. The system will also be subject to an annual review to ensure that it is appropriate to the changing needs of the Association.

Implementation of the Appraisal Process

- Appraisals will be undertaken annually, timetabled within the programme of strategic planning
- Line Managers will be responsible for appraising staff in their team/section. The Chair of the Executive Committee (plus one other Trustee) will undertake the Director's appraisal
- Staff will be issued with a standard annual review form, to be completed prior to the appraisal interview by the member of staff and the Line Manager
- The appraisal interview will be based on the collated information, and will review progress and performance against aims and objectives (both of the individual and the Association)

The Role of Trustees

Annually Trustees will receive a report that consolidates the results of the appraisals of individual staff members, and will contribute to the review and amendment of the Appraisal System. Designated Trustees will, where appropriate, arbitrate to resolve any difficulties. It is intended to introduce additional levels of appraisal in due course – peer, upward and external appraisal, as appropriate. Such developments will be considered by the staff team and Trustees prior to implementation.

Appraisal Disputes, Appeals and Arbitration

In exceptional circumstances, where there may be evidenced discord in agreeing outcomes and content of appraisals, staff members will be able to discuss issues with the Director, and/or designated Trustees.

Guidelines on Procedures and Processes

Appraisals will consider the individual's post, skills and performance, as well as the Association's performance. There will be three parts:

Preparatory work	Gathering of a wide range of relevant information, and completion of checklists by appraiser and appraisee
The joint interview	A scheduled, relaxed, uninterrupted session that allows full exploration of issues, agreed and recorded outcomes
Follow-up work	Completion of paperwork by appraiser, to be agreed with appraisee, including Career and Personal Development Plan and Development Objectives. Also, completion of Appraisal Summary Sheet by both parties.

Agreed pro-formas will be used for the Appraisal process:

- Pre-meeting Appraisee's Checklist
- Pre-meeting Appraiser's Checklist
- Appraisal Summary sheet – to include overall summary of performance
- Career and personal development plan
- Development objectives
- At the end of the process all staff will be asked to complete an Appraisal Scheme Review Questionnaire

Information that may support the appraisal process

Information for the Appraiser	Information for the Post Holder (Appraisee)
Development Plan for the organisation Job descriptions for the individual Work programme for individual work packages Examples of work completed and reports Targets which have been set – and the results of any objective measurement of performance against these targets Reports and comments from partners or individuals Staff development plans for the individual Records from supervision meetings Notes from the previous appraisal meeting	Agreed work programme notes from previous appraisal meeting Notes from previous appraisal meeting Information about particular achievements or difficulties at work Results of achievements against any targets set Feedback from colleagues, partners or individuals Proposals for areas of work to develop or learn

System of recording the overall summary of performance

It has been agreed that the measurement of performance will be summarised against the following standards –

Exceptional	Approaching standard expected
Above agreed standard	Below standard performance
Met standard in all major respects	Unacceptable level of performance

Completed summary paperwork will be stored as follows:

- The Appraisal Summary (with Development Objectives attached) and the pre-meeting checklists completed by both the Appraiser and the Appraisee will be appended to the individual's personnel file. These will remain confidential to the line manager and the post holder and will only be viewed by a third party in the event of arbitration.
- The original Career and Personal Development Plan must be filed in the individual staff member's portfolio, with a copy being retained in a central Staff Development File. This information will be collated and passed to the designated person(s) with responsibility for developing the annual PAVS' Training Programme.

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