

# **APPRAISAL POLICY**

## **OF**

# **WINNS SECURITY SERVICES LIMITED**

### **1 INTRODUCTION**

An appraisal is an opportunity for employees to discuss, with their line manager, their job performance and future. The main objectives of an appraisal system are to review an employee's performance and potential and to support career development by helping to identify training and career planning needs. Performance reviews give managers and employees opportunities to discuss how employees are progressing and to see what sort of improvements can be made or help given to build on their strengths and overcome their weaknesses to enable them to perform more effectively. Review of potential and development needs predicts the level and type of work that employees will be capable of doing in the future and how they can be best developed for the sake of their own career and to maximise their contribution to the organisation. Appraisals should be part of a regular constructive feedback process.

### **2 EQUAL OPPORTUNITIES**

The company is committed to a policy of equal opportunities to ensure that no unlawful discrimination occurs in the appraisal process. The company will regularly review appraisal systems and promotions policies to ensure that criteria used to assess performance and potential are non discriminatory in terms of sex, marital/civil partnership status, gender reassignment, disability, race, age, sexual orientation or religion/belief or lack of any religion/belief.

### **3 RESPONSIBILITY FOR APPRAISALS**

Appraisals will be carried out for all employees once a year on the anniversary of the employee's appointment. The appraiser will be the line manager and senior managers will be given an opportunity to comment on the report. John Dowler – General Manager, has overall responsibility for co-ordinating the scheme and for ensuring that interviews are held and that the forms are completed correctly.

#### **4 THE SUCCESS OF APPRAISALS**

For appraisal schemes to work it is necessary to:

- ensure that senior managers are fully committed to appraisals. They should fully accept that appraisers will need to be properly trained and have sufficient time and resources available to complete interviews, fill in the forms and carry out follow up work;
- consult with managers, employees and, where applicable, trade union representatives about the design and implementation of appraisals before they are introduced so that there is agreement on the objectives and the appraisal methods;
- monitor schemes regularly and modify them to take account of changes in products, skills, technology and the size of the organisation. Manager's views should be obtained about the scheme in general and the reactions from employees sought using the Employee Questionnaire;
- give appraisers adequate training to enable them to make fair and objective assessments and to carry out effective appraisal interviews. Appraisers should receive a copy of Appraisal - Guidance Notes for Appraisers which gives guidance on how to conduct appraisal interviews;
- keep the scheme as simple and straightforward as possible.

#### **5 ASSESSING PERFORMANCE**

There are a number of different methods of assessing performance but the two most commonly used are:

- Rating - a simple, easy to use method which lists a number of factors to be assessed such as quality and output of work, which are then rated on a numerical scale according to level of performance, e.g.
  1. exceeded expectations
  2. achieved expectations
  3. below expectations
  4. not acceptable
- Comparison with objectives - with this method objectives are agreed between the employee and their manager at the beginning of the appraisal period and the appraisal is based on how far these objectives have been met. This is a more objective method than rating because the emphasis is on work achievement. It allows employees to agree their own objectives and carry out a form of self appraisal. With this method it is important to consider circumstances beyond the employee's control which can result in unrealistic objectives. In the event of unforeseen circumstances there may be a need to revise the objectives.

The method and therefore the Appraisal Form used will depend on the objectives of the appraisal system and the employee to be appraised. It is preferable to have separate forms for assessing performance and for assessing potential.

## 6 ASSESSING POTENTIAL

It is necessary to assess employees' potential in order to determine how employees' aptitudes can be best utilised in the organisation and to identify those who appear suitable for further training and promotion. Appraisal of employees' potential is usually based on either:

- Past performance - reports from employees' immediate managers and observations from more senior managers are an important way of identifying potential. Another possibility is to get written comments from several sources such as colleagues, subordinates, other managers or even customers.
- Employees' assessment of their own potential and performance - employees' assessment of their own performance and potential is important, although highly subjective. During appraisal interviews managers should attempt to find out whether employees are interested in different kinds of work; where practicable this should be followed by plans to realise this potential through training courses, assignments and planned experience.

## 7 THE APPRAISAL INTERVIEW

### 7.1 BEFORE THE INTERVIEW

Employees should be given a copy of Appraisal - Guidance Notes for Appraisee and a Self Appraisal Form at least two weeks before the appraisal interview to help them prepare. The Self Appraisal Form may be shown to the appraiser before or at the interview but the employee is not obliged to show it to anyone. Employees should bring their Personal Development Plan to the interview.

### 7.2 AT THE INTERVIEW

At the interview the employee's job will be discussed in terms of its objectives and demands and how far agreed objectives have been met. Future objectives will also be discussed and any development and training needs appropriate to the existing job or the employee's future in the organisation.

The appraisal interview should not be used as a disciplinary mechanism to deal with unsatisfactory performance. The appraisal form is not the place to record details of verbal or written disciplinary warnings. These should be recorded separately as part of the disciplinary procedure.

### 7.3 AFTER THE INTERVIEW

After the appraisal interview, the appraiser should write up notes on an Appraisal Form summarising the main points of the discussion and the action which was agreed and sign it. The form should be given to the employee to allow them to add their comments and sign the form also. The senior manager should be given an opportunity to comment on the report. A copy should be given to the employee for their records. All identified development needs should be recorded on the Personal Development Plan, which should form part of the appraisal documentation. Appraisal documentation must be kept in line with the Data Protection Act 1998 and should remain confidential.



It is essential that any points arising from the interview are followed up and any agreed action carried out. For example, it may be necessary to organise training or help to overcome any obstacles to the employee's effectiveness which were mentioned at the interview.

## **8 APPEALS**

An employee can appeal against their assessment if there are any disagreements by following the procedure outlined in the company's Grievance Procedure.