

## **Appraisal Policy**

**Document Date:** January 2022  
**Purpose:** To set out clear expectations and a transparent process for the annual performance appraisal of all permanent staff within the organisation.  
**Audience:** Permanent staff

### **1. Introduction**

- 1.1 The annual performance appraisal of permanent staff is an important element of continuous performance management.
- 1.2 It is important for individuals as it ensures a space for transparent conversations regarding the achievement of previous objectives and the setting of new objectives. It also provides opportunities to discuss any developmental requirements or career aspirations.
- 1.3 It is important for the wider organisation as it ensures teams and individuals are continuously aligned to the achievement of the wider organisational strategy and the delivery of team annual operating plans.
- 1.4 All permanent staff are subject to an annual performance appraisal, including the CEO who will have their appraisal with the Appointments & Remuneration Committee (a sub-committee of Board).
- 1.5 New staff who may still be in a probationary review period at the time of appraisals should continue to have routine meetings with their line manager and will not have to complete an appraisal until the year following successful completion of their probationary review.

### **2. What is Performance Appraisal?**

- 2.1 Every year (between June and September) each member of staff will take part in a more formal meeting with their immediate line manager to discuss aspects of their work and performance.
- 2.2 The meeting has a dual purpose; to take stock of where the individual is currently and how they got there (their achievements); and to use as a springboard to plan ahead for the short and medium term (i.e. to set objectives, training, development and career planning requirements). The process should provide clear direction towards personal, team, departmental and organisational objectives so that individuals are able to achieve their potential, ensure job satisfaction and contribute towards the organisation's success.
- 2.3 It is important to note that this meeting should not operate in isolation. Individuals and their line managers should be having regular communication and routine 1-2-1 meetings

throughout the year. This continuous dialogue should help form the framework for the appraisal meeting, meaning that nothing should come as a big surprise.

- 2.4 The result of the appraisal meeting should be a clear plan for both participants, ensuring that the individual member of staff is enabled to achieve their full potential in the work they do for the organisation.

### **3. Procedure**

- 3.1 The performance appraisal process is a cascade through the organisation, starting with the CEO and senior managers in June / July, who will then initiate discussions with their respective line managers in July / August and so on.
- 3.2 It is important that line managers have received their appraisal before they conduct an appraisal with their team members as this will ensure that information and objectives are adequately cascaded.
- 3.3 In July the HR team will send out a reminder to the whole organisation to book appraisal meetings in and they will attach the latest version of the Appraisal Form for reference.
- 3.4 It is the responsibility of the line manager to ensure that they book time with their staff to hold the appraisal meeting. HR will be following this up routinely to ensure that meetings have happened and forms have been completed.
- 3.5 Before the meeting it is essential that the appraisee has completed the **relevant** sections of the appraisal form and returned the form to their line manager for consideration in advance of the meeting.
- 3.6 During the meeting, the appraiser and appraisee should work through the form chronologically. The onus is on the appraisee to do much of the talking and for the appraiser to really listen to what is being said.
- 3.7 Conversations should be open, honest and progressive. Any feedback from either party should be constructive and solution focussed.
- 3.8 Both parties should take sufficient notes during the meeting. These should be used to complete the Appraisal Form following the meeting. This form should then be emailed to the [suhrteam@su.rhul.ac.uk](mailto:suhrteam@su.rhul.ac.uk) where it will be uploaded to the individual's PeopleHR record for electronic signature by both parties.
- 3.9 The Appraisal Form should be seen as a working document and referred to in subsequent routine 121 meetings, to ensure that progress against objectives is monitored, reviewed and revised where necessary.
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