



## The FAN Charity – Policies Performance, Appraisal and Supervision Policy and Procedure

### **Policy**

Performance appraisal plays an important part in performance management in the FAN Charity.

Our performance appraisal is designed so that there is a record of the assessment of an employee's performance, potential and development needs. It provides the opportunity for the employee and line manager to take an overall view of their work content, workload and work volume. It also provides the opportunity to review what has been achieved during the reporting period and to agree objectives for the next.

The performance appraisal also provides the opportunity to review the employee's potential, their development needs, and to identify any training requirements.

The FAN Charity's performance appraisals will be completed on a 12 monthly basis. However an employee performing below standard may receive more frequent appraisals.

All new employees to the organisation, and employees who have moved to a new post within FAN, will be on probation for the period stated in their contract of employment in that post. The probationary period may be extended if more time is needed to assess the suitability of the person in that post.

The line manager will arrange a formal review meeting with the employee towards the end of the probationary period, and again when the employee has been in post for 12 months.

### **PROCEDURE**

#### **1. Preparation**

Employees should be given adequate notice (at least 10 days) of the performance appraisal meeting.

The employee may wish to look at their previous supervision or appraisal forms to consider work that they have undertaken since the last appraisal.

If this is the first performance appraisal that the employee will have received, they may wish to look at their job description and consider the work that they have undertaken since commencement in the post.

The employee should prepare by completing a self-assessment report before their review as this will help them to note what they think have been their strengths, areas for improvement, what they see as barriers to effective performance, their plans for the coming year and their development and training needs. This report does not have to be shown to the person conducting the appraisal.

The line manager should consider the overall results attained by the employee and, where the results have been significantly greater or lower than expected, and discussion should elicit possible reasons for variation in performance. Supervision notes taken throughout the period will assist in this process.

At least one hour should be set aside for the appraisal meeting, which should be held in a room free from interruptions.

## **2. Format for the meeting**

The person conducting the appraisal should make every effort to ensure the employee is at ease. The appraiser should:

- Explain the format of the meeting, including the structure and scope of the meeting
- Discuss the job in terms of its objectives and demands
- Encourage the employee to discuss their strengths and weaknesses
- Discuss whether agreed objectives have been met
- Agree future objectives
- Discuss any development needs appropriate to the existing job or the individual's future in the organisation (e.g. training)
- Summarise the plans which are agreed
- Explain how the employee can appeal against their appraisal if there is a disagreement.

## **3. During the meeting**

The appraiser will ask the employee to give their views on their work performance since their last appraisal. This will include what they were most pleased with and what they feel could have been done better also what they feel that they have contributed to the work of the organisation.

If the employee has had specific objectives or targets to achieve over the past year, the employee will be asked to give their views on the extent to which these were achieved, to standard and to deadline.

Once the employee has been given a full opportunity to talk and air their views, the appraiser will provide their comments. The appraiser will confirm what they thought went particularly well and what they think the employee did to make things go well.

The appraiser will discuss with the employee the areas that the employee identified could have gone better and will raise any work performance problems, giving specific examples of concern.

The employee and appraiser will jointly consider possible reasons for any problems and consider how the situation could be improved in the future. Including if they feel any aspect of the role could be changed and whether they feel adequately supported in the role. The appraiser will give clear indication about how the employee's performance should be improved and the performance standards required.

Before the meeting is closed the appraiser will check with the employee if they have any other comments or matters they wish to raise and inform them of the next steps.

#### **4. Next Steps**

The appraiser will write up a short report of the meeting and actions to be taken and give this to the employee to sign and to record any additional comments regarding the appraisal meeting (if appropriate). Once the employee has signed the appraisal form, they will return it to the appraiser, who will also sign the form. A signed form will be return to the employee for their personal records and a copy will be kept on the employee's supervision file. The appraiser will follow up any points and actions from the meeting.

#### **5. Appeal**

Should an employee wish to appeal against any points made or discussed in the appraisal meeting they may discuss this informally with the appraiser. Should this not resolve the issue then the employee may follow the FAN Charity's Grievance Policy and Procedures.

### **SUPERVISION**

Supervision meetings will provide a space for less structured reflection supervision. They will take place at least 3 monthly (but not when appraisal is scheduled) with the aim of

- monitoring work and performance
- clarifying priorities and responsibilities
- sharing information about work
- identifying areas within the work where additional support and/or training may be needed
- providing an opportunity to discuss how the worker and supervisor feel about the work
- recognising and dealing with existing or potential problems – both in and outside work
- providing a framework for discussing and agreeing change.

Meeting dates will be set at least 10 days in advance and an agenda prepared including items such as

- report on work since previous supervision
- plans for the next period of work
- identification of training requirements
- details of any concerns or problems and suggested solution
- perceived positive and negative factors that impact on progress and including items raised by supervisor and supervisee.

Notes should be taken of supervision meetings, they do not have to be detailed, but at the very least they should include action to be taken. Copies should be agreed and kept by both the supervisor and supervisee