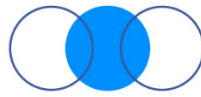


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STAFF ANNUAL PERFORMANCE APPRAISAL AND REVIEW POLICY

1. Introduction

This policy covers our annual performance appraisal and review process, learning and development cycle and introduces the recommendation of regular supervision sessions and a formal mid-year review process as best practice.

The policy is informed by:

- the business's vision and business plan, which seeks to develop a resilient workforce that recognises and embraces the opportunities to learn, who have flexible skills and competencies, can work well in teams, can lead themselves and others to perform up to and beyond their potential.
- the changing nature of society means staff will have to work in new ways, including improved customer service and the transition to more computer based systems that streamline customer's/service user and staff processes. The CEO will need to ensure the skills and wellbeing of staff in delivering change and it is therefore essential to have regular reviews.
- the Health and Safety Executive states that line managers/CEO have a critical role in maintaining employee health and wellbeing and minimising the likelihood of stressful circumstances and situations arising for their staff. Annual appraisals, timely supervision and mid-year reviews are an important way in which managers can ensure the wellbeing of their staff.

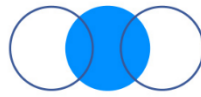
Our aim is that staff review and development will:

- be accurately focused on the needs of the business
- be driven by the individual and their line manager. Every manager/CEO is responsible for supporting the development of their staff
- deliver people who are effective and proficient at their role
- increase the motivation of staff to constantly improve their performance
- lead to visible changes at work

2. Annual Performance Appraisal Review and Work Plan Process:

It is a requirement of Direct Mediation Services for performance appraisals to be conducted annually for all staff. Carrying out annual reviews is also an integral part of the job of line managers/CEO, as outlined in the job description and role descriptors used for job evaluation.

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2.1. Purpose of Annual Performance Appraisal Review

The purpose of the annual performance appraisal review is to:

- Evaluate job performance over the previous year.
- develop and agree a Work Plan (objectives and development needs) for the next year.
- translate the business plan into individual objectives so that all staff are clear about their role in delivering the business's plans.

2.2. Scope of Annual Review

- All full time and part time staff must receive an annual review and work plan, including staff on part time contracts who have worked for more than one year.
- Staff still on probation need not complete the annual review as this is covered in the probationary process. However, they must receive a Work Plan for the coming year.
- Annual performance appraisal and mid-year reviews should be regarded as an essential staff development tool.

2.3. Use of Annual Review and Work Plan Data

- Completion of Annual Performance Appraisal forms will be recorded on each staff member's record. This means the Office Manager can monitor that all staff have received an annual review. No other data from the review is recorded.
- The learning needs on the work plan are recorded and form the basis of Direct Mediation Services' annual training needs analysis, used to plan our courses and events.

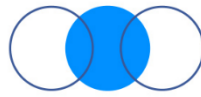
2.4. Timing of Annual Performance Appraisal Review

Annual performance appraisals will generally take place between May and September and reviews between October and April each year. However, where this does not meet with the requirements of the service alternative windows of opportunity can be agreed with the staff.

2.5. Assessing Performance

The Annual Performance Appraisal Review will involve an evaluation of the extent to which the staff member and line manager view the delivery of the objectives identified in the previous staff members work plan.

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This will involve addressing:

- the staff member's achievements during the year.
- consideration of the reasons why any objectives have not been met.
- the resources the employee and manager identify which will improve performance.

Assessment of performance should begin with an assessment of evidence which can include:

- customer/service user satisfaction data
- team performance data
- financial results
- efficiency gains
- feedback from service users, customers or stakeholders
- performance against the business's expected competencies and behaviours

In the event of a dispute, the appraising manager's own line manager will meet both parties.

2.6. Work and Development Plan Process

The work plan is part of the Annual Performance Appraisal Form and sets out the objectives and development requests for the year ahead. It is essential that the appraisee is familiar with the business plan before drafting objectives. These will feed into the annually reviewed individual training plans, which will set out goals, targets and development aims for the coming year, to be reviewed throughout the year and assessed at the following annual appraisal.

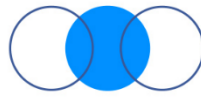
3. Mid-Year Review Process

All staff need regular feedback to ensure they are engaged and making an effective contribution to the success of Direct Mediation Services, and we consider a mid-year review to be best practice.

The aims of the review process are to provide:

- an interim assessment of objectives, allowing for objectives to be revised and replaced if appropriate.
- further clarity about the scope and content of objectives and roles and the results staff are expected to achieve
- feedback on performance and further discussion on personal development and any planned organisational changes which are likely to impact on them.

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- an opportunity for staff to communicate with their immediate manager about progress and about work related issues generally and provide their manager with feedback
- enable managers to monitor achievement against objectives and improve standards and performance.

3.1. Timing and scope

The Mid-Year review meeting should take place around six months after the Annual Review. The timing should be agreed and timetabled as part of the Annual Review process. The Work Plan should form the basis of the meeting and be used to record any changes to objectives or development needs.

Preparation for Mid-Year Review meetings should include:

- drawing together service information on recent and current work
- identifying any anticipated constraints to effective performance
- any suggested improvements to practice, procedures or policies
- reflection on any recent training or development activities and evaluation of their impact on delivery
- review of sick leave and other absences

Mid-Year Review meetings are not a forum for dealing with disciplinary matters, although concerns about work, competence or conduct should be raised in these meetings. Where it is anticipated a more formal resolution is needed, the matter should be dealt with outside the review process.

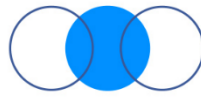
4. Staff Development

The appraisal process helps inform the corporate development programmes offered and enables the effective targeting of resources. A key component of the ongoing review process is to assess individual caseworkers' capacities. This will facilitate a more flexible approach to their caseloads, allowing them to effectively undertake their responsibilities, expand their capabilities and continue to provide the highest quality of client service. This will be supplemented by input from the Supervisor and PPC meetings as and when they occur.

4.1. Learning needs analysis via annual review

The activity and course programme is organised by the CEO and informed by the learning needs analysis of the Work Plans submitted. This allows more effective use and targeting of resources and that means that budget can be used to directly address the Service Plan via the Annual Review system.

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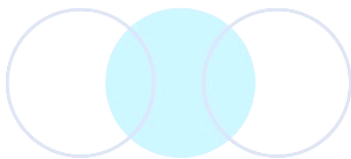
The CEO has a performance target of ensuring 100% of all learning and development needs requested during appraisal are recorded on the individual staff record.

4.2. External courses, events and qualification programmes

Learning needs may entail attendance at external courses and conferences or by undertaking a programme of sponsored study. Where known, such needs will be recorded against the staff record, although the responsibility for making the appropriate application for funding remains with the line manager and staff member.

4.3. 360 Appraisal and Feedback for Managers/CEO

360 appraisal and feedback is available for managers/CEO to provide them with feedback from their own managers, peers, direct reports and internal customers. Any line manager can request a 360 appraisal by contacting the CEO. The results of 360 appraisals are owned by the manager/CEO and are used purely for development purposes.



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