

## Performance & Appraisal Policy

### Introduction

**Cook Foundation UK** are committed to supporting every employee to reach their potential and achieve their personal goals, which in turn will assist the organisation to achieve its objectives.

The performance appraisal policy supports the performance appraisal scheme. The scheme is a formal process centred on an annual meeting of each employee and their line manager to discuss his/her work. The purpose of the meeting is to review the previous year's achievements and to set objectives for the following year. These should align individual employees' goals and objectives with organisational goals and objectives.

### Core Principles of the Appraisal Policy

- The appraisal process aims to improve the effectiveness of the organisation by contributing to achieving a well-motivated and competent workforce.
- Appraisal is an on-going process with an annual formal meeting to review progress, providing a forum for individual feedback on work performance and a channel for discussing development needs.
- Individual and team objectives will be set annually in line with the company goals and objectives, improving teamwork through collaboration and individual development.
- Clarifies what is expected of an individual and how this relates to the Company objectives
- The appraisal discussion is a two-way communication exercise to ensure that both the needs of the individual, and of the organisation are being met, and will be met in the next year.
- The formal appraisal discussion will review the previous year's achievement, and will set an agreed Personal Development Plan for the coming year for each member of staff.
- All directly employed employees who have completed their probationary period are required to participate in the appraisal process.
- The appraisal process will be used to identify the individual's development needs and support the objectives of **Cook Foundation UK**.
- An opportunity to thank individuals for their contribution.
- The appraisal process will provide management with valuable data to assist succession planning.
- The appraisal process will be a fair and equitable process.

### Performance Appraisal Implementation

As a minimum, individual discussions will take place for objective setting and the annual review. However, appraisal is an on-going process and regular communication and discussion throughout the process is encouraged for both the individual and manager.

Information shared during the appraisal will be shared only with senior management. Confidentiality of the appraisal will be respected.

The appraiser (usually the employee's line manager, but not always) will be expected to be familiar with the appraisee's work.

A time and venue for the discussion will be advised in advance allowing the opportunity for preparation for the discussion.

### **Objective Setting**

Team and/ or individual objective will be set on at least an annual basis as appropriate to the role. These objectives will be reviewed and adapted if relevant throughout the year.

The individual and team objectives should be in support of **Cook Foundation UK** vision and goals.

### **The Appraisal Discussion**

The appraisal discussion will allow an opportunity for both the appraisee, and the appraiser to reflect and comment on the previous year's achievements. It will praise achievement and encourage the appraisee in his/her role.

The appraiser is accountable for giving the employee constructive, timely and honest appraisals of their performance, which should take into account both the goals of the organisation and of the individual.

The discussion should be a positive dialogue, and will focus on assisting the appraisee to acquire the relevant knowledge, skills and competencies to perform his/her current role to the best of his/her abilities.

The appraisal discussion will be documented using the forms in Appendix A and signed by both parties. The appraisee will be given the opportunity to note any comments that he/she does not agree with and complete a self assessment.

The appraisee and line manager should agree on a Personal Development plan for the appraisee for the following year. This will reflect the appraisee's aspirations and the organisation's requirements, and should align personal and organisational goals. The individual is accountable for their own development and achievement, the organisation and the management team will support the individual to achieve these goals during the forthcoming year, where appropriate.

Any training needs, future training requirements, planned qualifications, development opportunities and career planning should be discussed in the light of the Personal Development Plan.

**Review**

This policy is subject to ongoing review and continuous improvement and therefore may be periodically updated.

A handwritten signature in blue ink, appearing to be "MGK".

Chairman's Signature:

Date: 1 February 2017

## Appendix A - PERFORMANCE APPRAISAL FORM

**Name:** ..... **Appraiser:** .....

**Job Title:** ..... **Job Title:** .....

**Location:** ..... **Date of Meeting:** .....

**Section 1:** Review of last year's performance - Objectives and targets

Record objectives/targets from previous year in this section. (See Section 3 from previous appraisal record.) Have these been met? Evidence results achieved and identify factors which have affected performance.

Objectives/targets from last appraisal	Objective met Yes/No/Partially	Supporting evidence - please note any other factors affecting performance (positive or negative)

## Appendix A - PERFORMANCE APPRAISAL FORM

### Section 2: Setting objectives and targets for the coming year

New targets/objectives (An appropriate and manageable number)	How are these linked to your personal/team/Directorate/Council targets/objectives/service improvements?	How will success be measured? e.g. Performance Indicators Supporting Evidence	Completion date

## Appendix A - PERFORMANCE APPRAISAL FORM

**Section 3:** Identifying competencies/skills for development in the coming year

**INDIVIDUAL DEVELOPMENT PLAN**

Competencies/skills identified for development	Competency level required	Current competency level	How will competencies be developed? (e.g. coaching, specific task, training course, shadowing a colleague)	How will success be measured? i.e. what types of supporting evidence will be gathered	Completion date

# Appendix A - PERFORMANCE APPRAISAL FORM

## Section 4

### ADDITIONAL COMMENTS

Appraisee's comments:

Appraiser's comments:

I agree that this is a true record of the appraisal.

Appraisee's Signature:

Date:

.....

.....

Appraiser's Signature:

Date:

.....

.....

Date of appraisal review meeting:

.....

The Performance Appraisal Form may be shared with The Enterprise Foundation management team, i.e. for management and quality monitoring purposes.