

# Central England Area Quaker Meeting (CEAQM) Appraisal and Performance Management Policy 2019

## Introduction

1. It is CEAQM policy that all employees should have an annual appraisal with their line manager. The objective of the appraisal is to review previous year's performance and to set objectives for the next year and discuss any future training, development and career planning relevant to the employee in their role.
2. The appraisal is an opportunity to meet formally to discuss performance and development needs. However, there should be continuous and open dialogue between the employee and the line manager throughout the year about these matters - there should be no surprises at the formal appraisal. The outcome of the appraisal should be a plan for both the employee and the line manager for the coming year. The appraisal process should provide a clear direction towards personal and organisational objectives so that each employee is able to achieve his/her potential and contribute towards the organisation's success.

## Appraisal Process

1. The line manager shall notify all employees at the beginning of the calendar year of the proposed appraisal month. Ideally this should be the same month each year but in any event there should be no more than 15 months between each appraisal.
2. Prior to each appraisal the line manager and the employee shall agree the date and time of the appraisal and from whom feedback should be obtained on the employee's performance in addition to the line manager.
3. The employee and the line manager shall exchange their feedback and any additional feedback obtained at least 2 working days prior to the appraisal. Any feedback should be as specific as possible to ensure that it is helpful to the employee and supports the appraisal process. A form for completion by both the line manager and the employee has been prepared to support and record the discussion at the appraisal. The CEAQM Appraisal Feedback and Summary Form is attached as the appendix to this policy.
4. Following the appraisal, the line manager should prepare an accurate summary of the main points discussed at the appraisal and of the agreed objectives and development needs. The objectives should be realistic, clear and measurable. It is best practice that the summary should be agreed, signed and dated within 2 weeks of the appraisal by both the employee and the line manager.
5. The employee should be provided with a copy of the appraisal forms and the agreed summary and the originals placed with the employee's records.
6. The summary and objectives should be referred to and reviewed by both the employee and line manager throughout the year. It is a key tool in the open and continuous communication between the employee and the line manager. It is best practice that they meet formally at least once during the year, outside this formal review process, to review the employee's performance, achievement of the objectives and any difficulties that the employee may face in meeting the objectives.

7. This appraisal process does not apply for those who are still on probation.

## **Performance Management**

1. There may be occasions when the employee's performance does not meet the requirements/expectations of their role. In these circumstances the line manager should meet the employee as soon as possible to discuss the concerns about their performance. The line manager should refer to specific examples of poor performance by the employee. At the meeting, the line manager and employee should agree specific objectives and development needs to meet any poor performance.

2. Following the meeting the line manager should produce a written summary of the meeting including the agreed actions and any revised objectives and development needs along with the date and time of a review meeting – normally no more than one month hence.

3. At the review meeting, the line manager and employee will discuss progress made to meet any concerns about performance. Review meetings will continue to be held until either the concerns have been met or the decision is taken by the line manager that the matter needs to be escalated and dealt with under the Capability Policy.

## **Training**

All line managers will be offered training (or refresher training as appropriate) on carrying out appraisals and performance management if they request it.

## **Request for review**

Any employee who feels that his/her appraisal or any meeting relating to the management of their performance has been unsatisfactory or unfair may refer the matter to the Clerk to the Trustees' Employment Committee.

## **Appendix: Appraisal preparation and summary form (PTO)**

Appraisal & Performance Management Policy	Prepared by Sarah Thompson & Gill Coffin
Approved by CEAQM Trustees	23:02:2015
Reviewed by Employment Committee	2018-19
Approved by CEAQM Trustees	May 2019
Version	Version 2

**CENTRAL ENGLAND AREA QUAKER MEETING**  
**APPRAISAL PREPARATION AND SUMMARY FORM**

Employee:  
Line Manager:  
Date of appraisal:

This form should be completed by both the employee and the line manager to aid discussion and to provide an agreed summary of the appraisal.

**SECTION A – PREPARATION - to be completed prior to appraisal**

What have been the employee's achievements during the past year?
Has the employee met the objectives set at last year's appraisal? If not, what are the reasons for this?
What would help the employee to carry out their role in an improved way?
Have there been any specific events or any part of the employee's role which have given cause for concern during the past year?
Are there any skills or any aspects of their role which the employee would be interested in developing?
What training and development needs does the employee have?
Are there any tasks which the employee performs regularly which are not contained in the job description?

Does the job description need amending to reflect the employee's current responsibilities?

**SECTION B – SUMMARY - to be completed following appraisal**

Summary of principal points discussed during appraisal

Training/development needs identified and how the need is to be met

Objectives for the employee for the next year

Signed by employee

Date

Signed by appraiser

Date