*\*\*BLUE TEXT SHOULD BE REMOVED BEFORE ISSUE\*\**

***Appraisal Policy***

*Under the terms of the policy, there will be an overall review of the fairness of the appraisal process conducted, preferably by a senior manager. The aim here is to ensure that line managers are all being consistent and fair.*

A performance appraisal will be carried out on each employee at least once every year and will be conducted by the employee’s line manager. The timing of that review may vary depending on the employee’s job and the department or team in which they work and, in any event, is in the absolute discretion of the Company.

The employee will attend an appraisal meeting with their line manager. The objectives of the meeting will be to:

• discuss and review the previous year’s performance, conduct and achievements

• identify any shortcomings in achieving performance objectives and establish the reasons for such shortcomings

• if necessary, agree any changes required to performance objectives and actions required to improve the employee’s performance and/or to enable them to achieve their full potential in the work they carry out for the Company and/or to facilitate their career progression within the Company

• consider any future individual training and career development needs for the employee which are both relevant to the employee and to the Company

• discuss opportunities for advancement or alternative work.

The employee should also set out what actions they intend to take to develop themselves and they must assist in making the performance review process a worthwhile exercise. The meeting will be an open forum where views can be exchanged and agreed conclusions reached. The outcome of the meeting will be a clear action plan for both the employee and their line manager.

Employees should prepare for their appraisal meeting by carefully considering in advance what points they wish to discuss about their performance. They should consider their achievements over the previous year and the progress they have made in achieving performance objectives and they should be prepared to explain the reasons for any shortcomings. They can, if they wish, complete a self-appraisal form to assist them with preparation for the appraisal meeting. This is not compulsory and, if completed, it is at the employee’s discretion whether they wish to show it to their line manager before or at the appraisal meeting or keep it for their own guidance only.

After the meeting, the employee’s line manager will complete an appraisal form as a record of the discussions that took place at the meeting. This will then be given to the employee for signature to acknowledge that they are satisfied that it accurately reflects the issues discussed. If the employee substantially disagrees with any of the comments made, they will be able to record this on the form. Once the employee has signed the form, they should return it to their line manager and retain a copy for their own safekeeping. The form should be completed by both the line manager and the employee within two weeks of the appraisal meeting. The form will be kept confidential and will be held on the employee’s personnel file and a copy will be forwarded to ............. (insert name of contact) so that they can conduct an overall review of the appraisal process and ensure the fairness and effectiveness of each line manager’s approach to the process.

The completed appraisal form must be viewed as a working document and as such should be continually referred to and reviewed throughout the year by both the employee and the line manager.

Any employee who feels that their appraisal was entirely unsatisfactory or unfair to them may ask that a senior manager review the appraisal with them and their line manager.

Those employees who are still in their probationary period will not receive an annual appraisal. Instead, their performance will be reviewed, independently of the annual appraisal process, during and at the end of the probationary period.