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# Staff Appraisal And Development Policy

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Turas Training

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Approval date: October 2017

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Revision date: October 2019

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## 1. Policy Statement

TURAS is committed to a staff appraisal, development and supervision policy that supports performance improvement, staff development, and the delivery of high quality services.

## 2. Purpose

- 2.1. This policy outlines the system of appraisal for TURAS staff.
- 2.2. Consistent appraisal aims to support employees and ensure their work and development are monitored in a positive way.

## 3. Scope

- 3.1. All staff within TURAS will have annual appraisals.
- 3.2. Appraisals will relate to all aspects of the individuals work.

## 4. Principles

- 4.1. All employees have a right to a fair appraisal.
- 4.2. Appraisal must have a commitment to equality and be consistent with anti-discrimination law.

## 5. Roles and Responsibilities

- 5.1. The Project Coordinator has a responsibility to ensure training is provided for all staff who deliver appraisals, and that the appraisal and development policy is fully implemented.
- 5.2. Line managers have a responsibility to conduct appraisals for staff they have direct responsibility for.
- 5.3. It is the responsibility of the Chair of the Management Committee to ensure and participate in the senior executive's appraisal.

## 6. Frequency, Length and Location

- 6.1. Appraisal and Development meetings will be conducted bi- annually, based on the employee's date of employment, or held at a set time each year.
- 6.2. An appraisal will be scheduled with sufficient time to enable proper reflection and feedback. To ensure this, a period of (no more than) one and a half hours will be scheduled by all involved parties, although appraisals will frequently take less time than this.
- 6.3. The organisation may opt to have an appraisal following completion of the probationary period.
- 6.4. Appraisal and Development meetings should take place in a location that affords privacy, and efforts should be made to avoid interruptions as much as possible.

## 7. Record Keeping

- 7.1. The final agreed appraisal and development forms should be kept as part of the employees personnel file.

## 8. Confidentiality

- 8.1. Appraisal and development sessions are in-general confidential exchanges. However, the appraisal record is an organisational document which may be seen by others for specific purposes.

## 9. Equality Issues

- 9.1. Appraisers should be cognisant of anti-discriminatory principles and sensitive to differences between backgrounds and experiences.

## 10. Process

- 10.1. The appraiser should take time to review the categories within the appraisal and ensure that these reflect the job description and level of expectation of the role.
- 10.2. The staff member will be informed of the appraisal date in good time, generally no less than two weeks. The staff member will be forwarded the self-appraisal form at this date and sufficient time

- will be made available within the work hours to complete this self-evaluation prior to the appraisal session.
- 10.3. Prior to the appraisal the appraiser should ensure they have the following:
    - 10.3.1. Good knowledge of the supervision records and any issues arising herein.
    - 10.3.2. Documentation relating to the work plan for the period under review and any work plan tasks/aims for the year coming including the Strategic Plan and Annual Plan.
    - 10.3.3. Copy of previous year's appraisal.
  - 10.4. The standard agenda for the appraisal session will be as follows:
    - 10.4.1. Introductions and review of agenda and process.
    - 10.4.2. Both parties will go through each section of the appraisal form, the aim of this process is to:
      - 10.4.2.1. Discuss the perceptions of performance
      - 10.4.2.2. Explore rationale behind grading
      - 10.4.2.3. Explore any factors which will support greater performance in the future, i.e. mentoring, training/education, behavioural aspects, changed working processes, systems, changes in supervision etc.
      - 10.4.2.4. Enable all parties to agree on a rating, which will go on the appraisal form for the personnel file.
    - 10.4.3. It is important to note that while the appraisal provides an opportunity for discussion, and has the aim of agreement, the final mark is determined by the appraiser/s (line manager). The following outlines the process if the staff and appraiser/s do not agree on a rating following discussions on this:
      - 10.4.3.1.1. If the appraiser/s had a higher rating then this will be the rating recorded, the appraiser/s will outline their reasons for the higher rating.
      - 10.4.3.1.2. If the appraiser/s' rating is lower than the staff members, the appraisers rating will be recorded on the form and the staff member will have an opportunity to record their disagreement on the last page of the appraisal..
    - 10.4.4. If a staff member is unsatisfied with the outcome of the appraisal then the method for progressing is the grievance procedure.
    - 10.4.5. Appraisals are linked to the payment of yearly increments when the organisation has sufficient funds for the payments of increments. The decision on whether the increment will be awarded will be communicated to the staff following the appraisal and approval of the decision by the (senior officer / management committee / board). In general the organisation requires a rating of (meets expectations / exceeds expectations) for the increment to be paid.
  - 10.5. If for any reason the appraisal is postponed, this will be re-scheduled at the earliest opportunity.

# Performance Evaluation Form

Appraisal Period: From \_\_\_\_\_ to \_\_\_\_\_

Employee Name and Title: \_\_\_\_\_

Supervisors Name: \_\_\_\_\_

Date of Appraisal: \_\_\_\_\_

**Previous Appraisal:**

Review goals and objectives from previous appraisal.

**Service User Service Provision:**

Understands and responds to service user needs. Reacts to the issues with a problem solving attitude. Delivers services to clients in a way that reflects positively on the organisation.

Unacceptable	Needs Improvement	Meets Expectation	Exceeds Expectations
1      2	3      4      5	6      7      8	9      10

**Comments:**

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**Core Project Worker Duties** (i.e. supervision, check-ins, breaks, lunches, reports):

Demonstrates and maintains relevant job knowledge and skills necessary to performs core work duties effectively.

Unacceptable	Needs Improvement	Meets Expectation	Exceeds Expectations
1      2	3      4      5	6      7      8	9      10

**Comments:**

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**Specific Project Worker Duties ( relevant to Pillar(s) or Department):**

Demonstrates and maintains relevant job knowledge and skills necessary to performs specific work duties effectively.

Unacceptable		Needs Improvement			Meets Expectation			Exceeds Expectations	
1	2	3	4	5	6	7	8	9	10

Comments:

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**Punctuality:**

Ability to manage time well, arriving to work and meetings on time with adequate preparation.

Unacceptable		Needs Improvement			Meets Expectation			Exceeds Expectations	
1	2	3	4	5	6	7	8	9	10

Comments:

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**Attendance:**

Understands the importance of attendance and demonstrates and ability to be dependable and minimise absences.

Unacceptable		Needs Improvement			Meets Expectation			Exceeds Expectations	
1	2	3	4	5	6	7	8	9	10

Comments:

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**Judgement:**

Identifies problems and is open to new and different solutions. Follows up on problems and helps bring about solutions.

Unacceptable		Needs Improvement			Meets Expectation			Exceeds Expectations	
1	2	3	4	5	6	7	8	9	10

Comments:

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**Reliability:**

Meets deadlines in the absence of close supervision. Demonstrates flexibility and willingness to take on different responsibilities.

Unacceptable		Needs Improvement			Meets Expectation			Exceeds Expectations	
1	2	3	4	5	6	7	8	9	10

**Comments:**

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**Quality & Quantity of Work:**

Meets expectations for quality of work. Successfully completes an adequate volume of work on a timely basis.

Unacceptable		Needs Improvement			Meets Expectation			Exceeds Expectations	
1	2	3	4	5	6	7	8	9	10

**Comments:**

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**Interpersonal and Communication Skills:**

Effectively receives and conveys ideas orally and in writing. Productively participates in meetings.

Unacceptable		Needs Improvement			Meets Expectation			Exceeds Expectations	
1	2	3	4	5	6	7	8	9	10

**Comments:**

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**Teamwork:**

Establishes and maintains effective working relationships with others. Makes suggestions on how to improve the efficiency and effectiveness of the team.

Unacceptable		Needs Improvement			Meets Expectation			Exceeds Expectations	
1	2	3	4	5	6	7	8	9	10

**Comments:**

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**Initiative:**

Clearly demonstrates and a proactive approach to work. Willing to own initiative and does not require constant supervision or direction.

Unacceptable		Needs Improvement			Meets Expectation			Exceeds Expectations	
1	2	3	4	5	6	7	8	9	10

**Comments:**

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**Job Description:** Review and discuss current job description.

**Comments:**

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**Overall Ratings:**

Unacceptable		Needs Improvement			Meets Expectation			Exceeds Expectations	
1	2	3	4	5	6	7	8	9	10

**Comments:**

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**Future Goals and Development Objectives:** Lists specific goals for the next appraisal period

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# Review of Previous Work Plan and Objectives

Specific work objective for the coming six months period from \_\_\_\_\_ to \_\_\_\_\_

<i>Objectives</i>	<i>Key Performance Indicators</i>	<i>Measure Of success</i>	<i>Comments</i>
1.	a.	All objectives met: some exceeded <input type="checkbox"/>	
	b.	All Objectives met: <input type="checkbox"/>	
	c.	Some objectives not met. <input type="checkbox"/>	
2.	a.	All objectives met, some exceeded: <input type="checkbox"/>	
	b.	All Objectives met: <input type="checkbox"/>	
	c.	Some objectives not met. <input type="checkbox"/>	
3.	a.	All objectives met: Some exceeded <input type="checkbox"/>	
	b.	All Objectives met: <input type="checkbox"/>	
	c.	Some objectives not met. <input type="checkbox"/>	
4.	a.	All objectives met: Some exceeded <input type="checkbox"/>	
	b.	All Objectives met: <input type="checkbox"/>	
	c.	Some objectives not met. <input type="checkbox"/>	
Comments			



# New Work Plan and Objectives

Specific work objectives for the coming six month period from \_\_\_\_\_ to \_\_\_\_\_

<i>Objectives</i>	<i>Key Performance Indicators</i>	<i>Comments</i>
1.	a. b. c.	
2.	a. b. c.	
3.	a. b. c.	
4.	a. b. c.	
5.	a. b. c.	
Comments		

## Individual Training and Development Plan

<i>Job Related</i>	<i>Date</i>	<i>Organisation Training and Development</i>	<i>Date</i>	<i>Personal Development</i>	<i>Date</i>
1.		1.		1.	
2.		2.		2.	
3.		3.		3.	
4.		4.		4.	
5.		5.		5.	

## Evaluation

Additional Comments

Goals  
(as agreed upon by  
employee and  
manager)

## Verification of Review

*By signing this form, you confirm that you have discussed this review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with this evaluation.*

Employee Signature

Date

Manager Signature

Date

## Human Resources Policy Statement

TURAS is committed to providing a safe and healthy working environment for its staff and recognises the importance of fostering psychological and physical well-being. This commitment arises from the organisation's duty of care and the recognition that a safe and healthy working environment contributes to the motivation, job satisfaction, performance, and creativity of all staff.

TURAS accepts its ethical and social responsibilities and recognises its obligation to conduct its activities in full knowledge of, and compliance with, the requirements of applicable employment legislation and Approved Codes of Practice. TURAS will achieve this by adopting a policy of best practice in all HR management procedures.

The following commitments are made to employees in order to promote an environment where employees work together to make TURAS a centre of excellence in drug treatment and rehabilitation:

- To select individuals for employment on the basis of their qualifications, experience and past performance.
- To establish a safe working environment, and administer a continuing safety programme.
- To treat employees with consideration, understanding and respect, to acknowledge good performance.
- To encourage employees to openly discuss any problems they might have, and to make an earnest effort to resolve differences promptly.
- To provide interesting and challenging roles, to encourage employees to increase and enhance their skills, and to provide opportunities for advancement with regard to the employees' desires, services and qualifications and the organisation's needs.
- To communicate with employees regarding matters of mutual concern and benefits, and to promote on-the-job relationships with two-way communications.
- To empower employees to make decisions to the maximum of their abilities.

The management of TURAS will ensure that standards are established, performance is monitored and employees are given appropriate support and training to meet these standards.

All employees therefore must:

- know the standard of work performance expected of them and seek clarification if unsure.
- undertake any additional training recommended by their Line Manager.

Individual Line Managers are responsible for ensuring that this policy is applied within their own area. The HR policy will be reviewed on a regular basis and TURAS management reserves the right to change any of the provisions set out in this document as may be required.