

Staff Performance Appraisal

# INTRODUCTION

Local Town Neighbourhood House (LNH) believes that the maintenance of effective staff relations and communication channels are vitally important if its goals and objectives are to be achieved. Staff need to be satisfied with their jobs and their positions within the organisation.

Staff Performance Management is designed to address a number of issues including:

* assisting the organisation achieve its goals and objectives through regular review of individual staff performance;
* ensuring there is continuous effective communication between staff and managers about staff performance;
* providing opportunities for staff to raise issues and concerns with managers;
* providing staff with direction and input for key areas of work;
* ensuring staff and managers clarify and agree on what is expected of individuals in the way of duties and performance;
* giving staff constructive feedback on any area where an individual might improve the quality of their work;
* recognising and rewarding positive staff performance;
* identifying unmet needs, work/job resources & requirements and training needs so staff can efficiently and effectively perform their job;
* maximising staff potential and career development for the benefit of the individual.

# PROCEDURE

### Staff Performance Appraisal consists of

* providing all staff with a job description and clear documentation for their position so they are aware of the job required of them;
* providing all staff with regular feedback on performance;
* providing all staff with clear & concise instructions for specific assignments;
* providing all staff with an annual performance appraisal which includes:

1. job description review
2. staff self assessment
3. performance appraisal meeting
4. performance appraisal summary

The process should finish with some clear and achievable agreed upon objectives for the year.

It is important that the first three of these processes occur on a regular basis. The annual formal performance appraisal is in no way a substitute for every day informal discussions of work. Rather it and any other review or formal discussion is designed to support everyday work practice and bring it into sharper focus.

### The Annual Performance Appraisal

One of the key purposes of the annual formal performance appraisal is to enable staff members to review how things are going - in the overall job and specific work plans, in working relationships and in any other aspects of working with LNH.

It will provide opportunities for staff members and the appraisal team to:

* ensure good communication
* identify areas of achievement
* identify and jointly problem solve areas of concern
* discuss and clarify tasks, objectives, priorities, targets and expectations
* identify development needs
* maintain a fair and equitable working situation
* adjust work to meet changing circumstances

This is an opportunity to discuss:

* how you see your role
* your aims for personal and professional development.

Most jobs and people at LNH are developing all the time. It is therefore likely that out of this review will emerge some points for action - by you - and/or others - to help you and your work develop further over the next year.

The overall success of the performance appraisal meeting depends largely on the preparation carried out before hand.

### Completing the Staff Self Assessment form

A staff member’s contribution to the success of the annual formal performance appraisal is just as important as that of the manager or appraisal team. When evaluating your performance be honest and assess not only those areas where you are strong but also any areas where you could improve. Spend time thinking about your performance and assessing your achievements and challenges over the previous year.

Before the annual performance appraisal meeting ensure you have the latest copy of your job description – your manager should supply this. Complete the self-assessment form. Use the form to reflect on and review your performance over the previous year.

### Manager/Appraisal Team Preparation

In preparing for the performance appraisal supervisors/appraisal teams need to ensure that they have a copy of the latest job description. A mutually agreeable meeting time should be set well in advance (at least two weeks before).

Review facts concerning the staff’s performance for the entire review period. It may be helpful to review the staff member’s most recent performance appraisal report (if there is one). Base your assessment on the entire review period and not on isolated incidents alone. It is important to strive for objectivity. Staff should not be hearing comments from their managers suggesting levels of performance at the annual performance appraisal that are different from those they hear on a day to day basis. Judgements about a staff member’s work performance are to be made on the basis of their achievements not intangible factors or personality traits.

### The Performance Appraisal Meeting

The performance appraisal meeting is one that openly discusses current performance and future progress in a constructive and forward-looking manner.

Reviewing the latest job description is an important first step in the discussion.

The performance appraisal summary form and the staff self-assessment form can also guide the discussion.

At the end of the meeting there should be clear agreement between the staff member and manager on achievements and challenges over the previous 12 months.

The performance summary should then be completed outlining an agreed plan of action that can be undertaken in the next twelve months, including any training to be undertaken. Any employment or industrial issues that may arise need to be referred to the Committee of Governance.

The staff member will be given a copy of the performance appraisal summary.