

# **ORKNEY ALCOHOL COUNSELLING & ADVISORY SERVICE**

## **STAFF APPRAISAL SCHEME (Employees)**

This process aims to ensure the right of every employee of Orkney Alcohol Counselling & Advisory Service (OACAS) to:-

- Be clear about what is expected of them in terms of performance at work.
- Receive regular feedback on how well they are performing.
- Be recognised for the contribution they make to the organisation.
- Obtain appropriate development support to help to improve their performance.

### **Development Meetings: June & December**

The primary purpose of the performance appraisal scheme is to build on the capabilities of individuals within the organisation and in so doing enhance the performance of the organisation as a whole.

All appraisers have the responsibility of reviewing the performance of their staff, and helping to identify specific development and/or training needs that may emerge.

During these sessions, both parties will meet for a general discussion about performance to date, with a focus on identifying and agreeing on particular areas that require development. Some possibilities which could encourage development would include:-

- Allocation of challenging projects/tasks which will benefit the individual and the organisation.
- Shadowing experienced staff in order to gain insight into appropriate procedures and behaviours.
- Reading, expanding the knowledge base through articles/books/websites on relevant subjects.
- Formal training courses/programmes.

At the end of the discussion a formal written statement of Personal Development Needs should where appropriate be completed and passed to the Manager and/or Board of Management for action.

### **Performance Reviews**

#### Appraiser

The appraiser should meet with his/her appraisee early in April to explain what his/her own objectives are for the coming year. Following on from this, both parties shall jointly consider the appraisee's role, and develop, where appropriate, specific objectives that will assist the organisation in achieving its objectives.

In November the appraising appraiser should arrange for a formal discussion on progress and general performance matters. The appraiser should produce a written

evaluation report following the appraisal meeting to be signed by the appraisee and appraiser within 2 working weeks of the meeting.

#### Appraisee

The appraisee should conduct a brief self-assessment questionnaire prior to reviews with their manager. This should comprise of not more than a single sheet of text, where the appraisee highlights where they feel they have performed particularly well, or where they feel they need development. The appraisee's self-assessment questionnaire should be submitted to the appraiser at least 3 working days prior to the formal review meeting.

#### **Disputes Procedures**

The appraisee may decide not to sign the evaluation form if they consider the outcome of the annual appraisal does not properly reflect their performance in terms of the scheme.

#### Informal Review

If the appraisee disagrees with the outcome of the appraisal, the appraiser will convene a meeting with the appraisee within 10 working days. A member of the Board of Management may also attend the meeting as advisor/facilitator. The aim of this informal review is to resolve differences by agreement between appraisee and appraiser. The appraiser will confirm in writing the outcome of this review within 5 working days.

#### Formal Review

If following the informal review the appraisee still has a substantive disagreement with the outcome of the appraisal, he/she should state the basis of disagreement in writing to the Chairman within 5 working days of receiving the aforementioned written review.

The Chairman, with if necessary, members of the Board of Management will review the outcome of the appraisal, taking into account the comments written by the appraisee. After consideration, at a meeting the Chairman will inform the Board of Management whether the original appraisal stands or whether a revised appraisal outcome is more appropriate. The outcome of this review will be confirmed in writing within 5 working days following the before mentioned meeting.

**Amended on September 9<sup>th</sup> 2004**