



APPRAISAL GUIDELINES

1. Introduction

All staff employed by the College on or before the 31 December of the academic year have an annual appraisal review with their Head of Department or line manager. The annual appraisal provides an opportunity for a two-way discussion between you and your manager surrounding issues about your work environment and progress in your role. It also serves as one of the main ways of establishing College wide staff training and development needs.

2. Appraisal Process

Your line manager will arrange an appraisal review meeting with you during the latter part of the summer term or during the summer vacation. In preparation for this you will need to complete Part A of the appraisal review form and return it to your line manager. (If you prefer, you may ask your line manager to assist with this-see Section 3 below).

Following your review meeting your line manager will write up the notes of your discussion and return them to you for you to review and sign.

A copy of your completed appraisal form is sent to the Personnel Department to be kept in your personnel file, and to the Appraiser's Manager. Academic appraisal forms are also copied to the Pro-Rector.

The Appraiser's Manager receives a copy of your appraisal form in order to ensure fairness and that all agreed actions are implemented.

3. How do I prepare for my appraisal review Meeting?

In order to prepare for your appraisal meeting you should review your job description and any appraisal forms from previous years and think about your performance against any objectives or goals which have been set for the year. It is also helpful for you to think about the following;

- How has your role changed during the previous year and what achievements or projects have you have been involved in?
- Would you do anything differently faced with the same challenges next year and what support or training would you need?
- What areas of your role would you would like to develop in the next twelve months?

- What difficulties have you experienced in the past year and how may these have affected your performance?

You should write down your comments in Part A of the appraisal review form (the self assessment record) and return this to your appraiser five days prior to your review meeting. These comments can be in bullet form if you find this easier. You also have the option to request that you and your line manager complete the section together in advance of the review meeting.

During the appraisal review meeting you should be prepared to talk freely about your role and your strengths and weaknesses. Discuss any areas of difficulty you have had, and the ways in which you have resolved them. You will need to agree objectives and targets for the coming year so it is important that you are clear on what will be required and if you think you will need training to accomplish these goals. Remember the appraisal process discusses you and your performance, for this reason it is important that you fully participate in the discussion. Guidelines on what to expect during the meeting can be found below.

Half way through the academic year your manager should hold a brief meeting with you to assess your progress towards achieving your objectives and reviewing whether any additional support or training is required.

4. How should I prepare for my member of staff's appraisal review meeting?

Once you have received Part A of the appraisal form from your member of staff, you should review the job description and any previous appraisal forms identifying main job tasks, objectives and personal information. Some members of staff may find it difficult to complete Part A of the appraisal record and in such circumstances you should meet with the member of staff concerned prior to the appraisal meeting to help generate some bullet points in order to get the staff member's perspective on how things have gone in the last year.

To prepare for the appraisal review meeting you should consider the following;

- Have the appraisee's tasks changed significantly over the last year, and how have they coped with this change?
- Have any previously agreed actions been met?
- Is more guidance or training needed and can opportunities for further development be provided?

Guidelines For the Appraisal Review Meeting

Appraisal review meetings can be stressful experiences. Below are some notes for both Appraisers and Appraisees that provide guidance on how appraisal review meetings should be held and what the appraisee can expect during the interview.

Guidelines for Appraisers

- Set an appropriate tone, establish an atmosphere of equality.
- State or restate the purpose of the interview and if you have a plan or agenda for the interview tell the appraisee at the start.
- Avoid starting the interview on a controversial point. Encourage the appraisee to talk freely about his/her own job and encourage self assessment of perceived strengths and weaknesses. Weaknesses raised in this way will be more acceptable than those raised by you.
- If you have to raise points of weakness yourself, limit your criticisms to only two or three during the interview.
- Use specific examples of good and bad work rather than broad generalisations.
- Do not wait until the formal appraisal interview to raise issues that should have been dealt with at the time.
- Use open questions to get full answers and ensure that the appraisee knows that you are interested and listening. Use closed questions for checking facts.
- Take notes and tell the appraisee that you will be doing this. Avoid doing this when sensitive issues are being discussed.
- Ensure that the appraisee has an opportunity to cover all the points on his/her agenda. You should aim to spend an equal amount of time listening and in discussion.
- Agree job objectives actions and targets for the coming year. Aim to set objectives and a timescale which are realistic and achievable. Objectives should identify what activity is to be undertaken, how it is going to be achieved and how it will be measured. Complete Part B Section 2 of the Appraisal form with the appraisee. Consider what support will be needed to assist the appraisee in achieving their goals.
- Use the meeting as an opportunity to discuss personal development needs, and what help if any is required (Part B Section 3).

- Although they may be mentioned, salary and promotion issues should not be the main theme of the appraisal review meeting.
- The appraisal meeting provides a good opportunity to consider and review an individual's workload and volume of work to ensure that the appraisee is not experiencing anxiety resulting from stress or pressure at work.
- Summarise at the end of each point and at the end of the meeting. Make sure that points of action are agreed and who is responsible for each action. Check that the appraisee has had an opportunity to complete his/her agenda.

Actions for Appraisers after the meeting

- Write up your notes in Part B section 1 of the appraisal review meeting and the staff development record while they are fresh in your mind.
- Give a copy of the appraisal form to the appraisee to agree and sign. Should the appraisee have any additional comments to make regarding the content of the appraisal, encourage them to complete Part B section 4 of the form.
- Return a copy of the form to Personnel and give a copy to your Manager and undertake any follow up action agreed at the interview.
- A brief meeting should be held between you and the appraisee half way through the year to review progress towards objectives and to assess whether any additional support or training is required.

Guidelines for Appraisees

- Make sure you are clear on the purpose of the meeting and have prepared any points you wish to raise
- Be prepared to talk freely about your role and your strengths and weaknesses. You should aim to spend an equal time speaking and listening. Avoid starting the meeting on a controversial point but be prepared to be open about any areas of difficulty or disagreement. Stick to the facts rather than emotions and use specific examples of good and bad experiences rather than broad generalisations.
- Agree objectives, actions and targets for the coming year. Try to set objectives which are realistic and achievable. Objectives should identify what activity is to be undertaken, how it is going to be achieved and how it will be measured.
- The appraisal review meeting is an opportunity to discuss any training or development needs you may have so it is important that you let your manager know if you feel there are areas in which you would benefit from training

- The appraisal review meeting is a good opportunity to discuss your workload and volume of work. Be open about any stress or anxiety you may be experiencing as a result of pressure at work.
- Don't wait for the appraisal review to raise any issues that should be dealt with more urgently at other times. The appraisal review should not be the only time you speak to your manager about issues that concern you.
- The appraisal review process is not linked to matters involving salary or promotion, which are dealt with by separate procedures, but you may raise any concerns.
- Make sure that points of action are agreed and who is responsible for each action.

Actions after the meeting for appraisees

- Undertake any follow up action agreed at the review meeting
- Once you have received a copy of the Appraisal Form from your Appraiser, please sign the form indicating that you are content with its accuracy. You may make additional comments on the final page (Part B, section 4) if you wish.
- A brief meeting may be held with you half way through the academic year in order to assess your progress towards achieving your objectives and review whether any additional support or training is required.

March 2007