

TO:	Governance Sub-Committee
PREPARED BY:	Linda Sichi (Deputy Chief Executive Officer)
SUBJECT:	REVIEW OF STAFF APPRAISAL POLICY
DATE OF MEETING:	16 August 2023
APPROVED BY:	Paul Martin (Chief Executive Officer)

# STAFF APPRAISAL POLICY

**LS/August2023/REF.P60**



## **1. AIM OF STAFF APPRAISALS**

- 1.1 The main aim of the Staff Appraisals is to support staff by ensuring that all employees are equipped to carry out the requirements of their job, and where necessary, identify performance improvements. The staff appraisal process is also used to ensure that in line with the Business Plan 2023/26 requirements, MHA's KPIs are achieved through the maximisation of the individual employee and team potential.
- 1.2 MHA recognises that Staff Appraisals for employees can improve performance through:
  - Clarification of an employee's job function & role within MHA.
  - Identification of training and/or support needs
  - Give future direction to the job through identification of objectives.
  - Build a good relationship between the employee & line manager.
  - Providing an opportunity for employees to be involved with MHA's development and succession planning process.

## **2. PRINCIPLES OF STAFF APPRAISAL**

- 2.1 The staff appraisals provide an opportunity for staff to highlight their achievements and for Line Managers to comment on performance.
- 2.2 It is recognised that the best results will be achieved if the Staff Appraisal process is conducted in an atmosphere of mutual respect.
- 2.3 The Staff Appraisal process will assess overall achievements rather than day to day details. Held annually, the focus of the review process will be on the preceding year.
- 2.4 Staff Members and the Line Managers should be aware of all issues for discussion prior to the formal appraisal process (e.g., issues discussed at workplace support, function meetings, general communication within function).
- 2.5 The outcome of the Staff Appraisals process should be viewed as a mutual agreement on the way forward. In the event of a disagreement on the expected outcomes between the Line Manager and the employee the onus is on the Line Manager to resolve the issue to reach a mutual agreement on the way forward.

## **3. PROCEDURE FOR STAFF APPRAISALS**

- 3.1 Staff Appraisals are under the auspices of the CEO's and shall be conducted annually between October and December.

- 3.2 MHA views Staff Appraisals as a continuous process embracing maximum flexibility and allowing for objectives, training needs etc., to be revised as internal and external factors dictate.
- 3.3 It is compulsory for all employees to undertake an annual staff appraisal. The staff appraisal will be supported by quarterly review sessions with the line manager.
- 3.4 Employees are asked to complete a staff appraisal form from one of the following categories:
  - 3.4.1 Manager Grade & above (Competency based, team performance and future succession planning)
  - 3.4.2 Officer Grade 2 & Senior Officer Grades (Competency based)
  - 3.4.3 All other Grades (Standard Form)
- 3.5 The undernoted general timescale should be followed:
  - 3.5.1 The line manager shall issue the Staff Appraisal Form and accompanying guidance no less than 7 working days prior to the date of the review.  
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  - 3.5.2 Employees should submit their completed forms to their Line Manager no less than 3 working days prior to the date of the review.  
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  - 3.5.3 The Line Manager shall conduct and record a note of the staff appraisal.
  - 3.5.4 A period of 1 hour is allocated for each appraisal; however, the Line Manager and Employee should be flexible about this.  
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  - 3.4.5 The Line Manager will provide written feedback from the appraisal, and a summary comment will be provided by the CEO's. The completed form, incorporating the PDP, will be issued to the Employee within 28 working days from the date of the review.  
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  - 3.4.6 The Employee should read, sign off and return their Staff Appraisal Form to their line manager within 7 working days of receiving feedback. The completed Form shall be retained in employee's personnel file.  
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  - 3.4.7 Any Employee can request a follow up appraisal and should make this request to their Line Manager within 7 working days of receiving their form.



3.4.8 The Line Manager shall arrange a follow up interview within 7 working days of the employee lodging this request.

#### **4. THE STAFF APPRAISAL PROCESS**

- 4.1 All staff should strive to keep to the above time scale.
- 4.2 Employees should complete all the questions on the Staff Appraisal Form and where possible, provide examples to support their response. The Staff Appraisal Form preferred method for completing Appraisal Forms should be completed electronically.
- 4.3 The Line Manager may return the form to individual Members of their team requesting more details on the form prior to the review being carried out.
- 4.4 Employees have the right to request a follow up appraisal, and this will be held within the time scales detailed above. If an employee remains dissatisfied after a follow up meeting, then the employee will be invited to attend a second follow up review meeting with the CEO. The Line Manager may also be present at this meeting. In all cases, the CEO will discuss the Staff Appraisal with the Line Manager prior to the follow up meeting.

#### **5. MONITORING & REVIEW**

- 5.1 In terms of monitoring, in the first instance, the Governance Sub-Committee receive a summary report of the outcomes of the Staff Appraisals, this is subsequently reported to the MC. This includes an overview of the KPI's for each function and training needs that have been identified, which are subsequently incorporated into the following financial year's Organisational Training & Development Plan, Budget, and Annual Staffing Plan.
- 5.2 The Staff Appraisal Policy shall be reviewed on an annual basis, prior to the reviews being conducted, or otherwise agreed by the Governance Sub-Committee.

#### **6. DATA PROTECTION**

- 6.1 MHA controls the personal information that we collect, this means that we are legally responsible for how we collect, hold, and use personal information. It also means that we are required to comply with GDPR when collecting, holding, and using personal information

<b><u>FUNCTION</u></b>	<b><u>EMPLOYEES</u></b>	<b><u>LINE MANAGER CONDUCTING REVIEW</u></b>
CEO's	Chief Executive Officer Deputy Chief Executive Officer	Chair/Office Bearer CEO
LINE MANAGERS	Director Housing & Community Initiatives Director of Asset & Investment Maintenance Manager Corporate Services & Innovation Manager Finance & IT Manager	CEO CEO CEO Deputy CEO CEO/Deputy CEO
HOUSING SERVICES	Senior Housing Services Officer Housing Services Officers Housing Assistant Income Recovery Assistant	CEO & Director of Housing & Community Initiatives Director of Housing & Community Initiatives Director of Housing & Community Initiatives Director of Housing & Community Initiatives
COMMUNITY ENGAGEMENT	Community Engagement Team Income Maximisation Team	Director of Housing & Community Initiatives Director of Housing & Community Initiatives
MCE	Cafe Assistants	Director of Housing & Community Initiatives
MAINTENANCE	Maintenance Officer Maintenance Assistants Inhouse Tradesmen	Director of Asset & Investment Director of Asset & Investment Director of Asset & Investment
ESTATES	Estates Supervisor Depute Estates Supervisor Estates Caretakers Environmental Co-ordinator	CEO CEO & Estates Supervisor Estates Supervisor CEO

CORPORATE SERVICES	Executive Assistant CS Assistants Office Cleaner	CEO/Deputy CEO Deputy CEO Deputy CEO
FINANCE	Finance Officer Finance Assistant	Finance & IT Manager Finance & IT Manager
MPS FACTORING	Joanne MacMillian	Corporate Services & Innovation Manager