



**Craigdale**  
HOUSING ASSOCIATION

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## STAFF APPRAISAL POLICY

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**Date of Review:** 01.06.24

**Date of Approval:** 24.06.24

**Date of Next Review:** 2027

Craigdale Housing Association can provide this document on request, in different languages and formats, including Braille and audio formats.

# Appraisal Policy

## 1.0 Introduction

1.1 Craigdale Housing Association Limited (Craigdale) recognises that its employees are its greatest asset and that it relies on the skills, competencies and contribution of all to deliver high quality services to all its tenants, service users and other customers. The Association is committed to having a formal framework for appraising the performance of Staff and developing its Staff.

1.2 The Association is committed to having a formal framework for appraising the performance of Staff and developing its Staff. The Association's Business Plan, 2024 to 2027 sets out our Strategic Objectives. These are:

- **Investing in our homes for a sustainable future**
- **Providing excellent customer services**
- **Working with partners to improve communities and tenants lives**
- **Deliver excellence in Governance, Risk Management and Assurance**
- **Demonstrate value for money and strong financial management**
- **Value our people**

1.3 Our Policy aligns directly with the Association's Vision and core values and behaviours, which has a direct link to the key competencies Staff are expected to achieve. Our core values are:

- ✓ **RESPECT:** We will treat people with courtesy, politeness and kindness; recognizing that people have rights, opinions and experiences.
- ✓ **OPENNESS:** We will be transparent and accountable in all our actions and decision making.
- ✓ **TRUST:** We will be honest; objective; consistent; open and lead by example in everything that we do.
- ✓ **LISTENING:** We will actively listen to what people tell us

1.4 The main objectives of an appraisal system are usually to review all member of staffs' performance and potential. Craigdale believes that appraisals can benefit both employers and staff by improving job performance; by making it easier to identify strengths and weaknesses and by identifying the potential for staff development.

1.5 In addition to the annual appraisal, the Association is committed to an ongoing appraisal and development process throughout the year in the form of regular "One to One" meetings between the employee and the line manager. One to One meetings by their nature are likely to be shorter, more short-term in their focus and emphasise operational issues and pressures.

Both the appraisal and the “One to One” will also focus on supporting the employee’s health and well-being.

- 1.6 The Chief Executive will also receive an annual appraisal as per this Policy and the Association’s Chairperson, normally supported by another governing body member, will be responsible for carrying this out. The Chairperson may seek external support from an appropriate organisation to assist in the delivery of this commitment.
- 1.7 Our Policy is not linked to Staff pay or salary gradings, however EVH (Employer in Voluntary Housing) grading guidelines will be considered in any discussion with a member of Staff in relation to duties they currently perform or may perform in the future.

## **2.0 Compliance with Regulatory and Statutory Requirements**

2.1 This Policy complies with:

- The Scottish Housing Regulator’s Regulatory expectations in terms of ensuring members of staff have the appropriate skills and experience to deliver their roles, meet organisational objectives, advise the Board and ensure good service outcomes for tenants and other service users.
- Appropriate employment, equalities and human rights legislation.

## **3.0 Purpose**

- 3.1 The main objective of our Policy is to support the Association in being an excellent employer and to support staff in developing their own performance and development expectations. It also provides assurance to the Association’s governing body, the Board, that it’s Staff, in carrying out their roles are supporting the Association to deliver its Strategic Objectives.
- 3.2 Other Policy objectives include providing feedback to Staff on performance, assessing competencies, improving communication, understanding training needs, clarifying roles and responsibilities, succession planning and to understand the abilities of a member of Staff for further growth and development.
- 3.3 Our staff appraisal process aims to ensure that Staff:
  - Feel valued and motivated

- Achievements are recognised, discussed and agreed with the line manager
- Performance is recognised and discussed
- Talent is recognised, developed and where possible retained
- Individual objectives and priorities are set and agreed in line with the Association's Strategic Objectives and the competency framework that underpins the appraisal process

3.4 Learning and development needs are identified and agreed to meet the business objectives and to support the competency requirements to achieve those objectives.

3.5 Progress in achieving agreed objectives, priorities and competencies is monitored through the "One to One" meetings.

## **4.0 Competency Based Process**

- 4.1 Our appraisal process also uses a competency-based framework, which focusses on behaviours as well as giving the opportunity to discuss performance, objectives and priorities. Behaviours are key to achieving the Association's values and objectives.
- 4.2 There are seven competency areas within the appraisal process, and these are:
- Organisational awareness
  - Communicating effectively
  - Effective team working
  - Developing yourself
  - Delivering Customer Excellence
  - Planning, organising and achieving success
  - Demonstrating professional values
- 4.3 The competency framework is intended to be flexible and reflects the organisational culture and values.

## **5.0 Appraisal Process**

- 5.1 An appraisal meeting will be held annually with each member of Staff and carried out by their immediate line manager. This is an important meeting and will be reflective; looking back over the previous year as well as looking forward to the year ahead.
- 5.2 The annual appraisal will be supported by a form which will seek to standardise the approach to appraisals and provide a formal record of the annual appraisal that sits on the individual staff member's personnel file. A template for the Appraisal Form is attached as Appendix 1.
- 5.3 The appraisal form should be fully completed and sent to the line manager at least 5 working days before the appraisal meeting.
- 5.4 In preparing for the appraisal, the line manager will reflect and be prepared to discuss objectives, performance, learning and development, achievements and expectations for the year ahead.
- 5.5 The Line manager will give the member of Staff a copy of the signed Appraisal Form for their own records and a copy will be given to the CEO. The original forms will be scanned into the Staff Member's personnel file in accordance with our GDPR processes.

## **6.0 Training and Development Plan**

- 6.1 The Association will use the outputs from the annual appraisal process to identify staff members learning and development needs within the Association. The Board will consider an annual Staff Learning and Development Plan that will in part be based on the individual's training needs identified in the annual appraisal process as well as the needs of the staff team. The plan content will also be influenced by corporate priorities identified by the Management Team and the Board.

## **7.0 Monitoring of Staff Appraisal Process**

- 7.1 The CEO will report the outcome of the staff appraisal process to the Board on an annual basis and will highlight any changes that may be required to the appraisal process/policy. Reference will not be made to individual members of staff.
- 7.2 The Association carries out an independent staff survey, the outcome of which is also reported to the Board, including any areas for improvement.

## **8.0 Complaints**

- 8.1 If a complaint is received about any stage of the Appraisal process it should be resolved promptly in the first instance and verbally where appropriate to do so. If the complainant

wishes to further pursue the matter, they should be advised to put the complaint into writing and address it to the Chief Executive Officer who will investigate the matter and further liaise with the complainant.

## **9.0 Policy Review**

This policy will be reviewed at least every 3 years by the Board and staff are responsible for ensuring that it meets legal and good practice requirements.

## Staff appraisal form

Use this form to record the issues to be discussed at an employee's performance appraisal meeting.

Employee's name:			
Job title:			
Date of employment:			
Line Manager:			
Date of last appraisal			
Date of meeting:			
<b>Section 1 - Review of Previous Year</b>			
<i>You should complete this section and forward to your manager before your performance appraisal meeting. Answers to these questions will help both you and your manager prepare for the meeting. Use evidence such as meeting notes and feedback from others (customers/colleagues/networks) to support your comments, if you can.</i>		<b>Employee's comments</b>	<b>Line manager's comments</b>
Does your Job Description accurately reflect your tasks and responsibilities? If not, what do you do that isn't in your Job Description AND/OR what is in your Job Description that you no longer do?			
Has the past year been good/bad/satisfactory or otherwise for you, and why? Discuss high and low points			
What were your most important job activities and responsibilities over the			



year? What skills did you gain?		
What areas of your job do you enjoy the most, and which least?		
What are you best at?		
What, if anything, stops you doing your job well (for example external factors, skills and confidence)?		
How would you like your career to develop?		
What do you think you need to develop to do this and how would you like CHA to support you? <i>(Please list any development and/or training needs you have identified - These activities are not restricted to training courses, and may include secondments, projects, coaching, shadowing etc)</i>		
<b>Section 2 – Health and wellbeing</b>		
You should also complete this section and forward to your manager before your performance appraisal meeting. Answers to these questions will help both you and your manager prepare for the meeting.	<b>Employee's comments</b>	<b>Line manager's comments</b>
How would you describe your wellbeing when you are in the workplace?		
How would you describe your workload at the moment?		

How would you describe your current work-life balance?		
How would you describe your relationship with other members of your team?		
Is there anything you feel you need help or support with?		
Are there any ways CHA could help improve your overall physical or mental health?		
Do you have any ideas you would like to share to help with our wellbeing strategy?		
If you could change one thing about your workplace to improve your wellbeing, what would it be, and how would it positively impact you in the workplace?		
Using one word, how would you sum up your work environment?		

*Following receipt of the completed self assessment (Section 1) from the employee, the line manager should summarise the employee's performance over the last 12 months. This should include an assessment of performance against the SMART objectives set last year (if applicable). Use the following as a guide:*

- **S = Standard performance (Objectives met)**
- **O = Outstanding performance (Objectives exceeded)**
- **L = Less than standard performance with development needs (Most objectives met but development required to fully meet all objectives)**
- **U = Unsatisfactory performance (Performance unacceptable; objectives not met)**

SMART Objective	Performance Measure/Output	By when	Employee comments	Line manager comments
1.				
2.				
3.				
4.				
5.				

### Section 3 - The Year Ahead

#### **Individual objectives:**

To be discussed and agreed at the meeting with your manager.

*Your objectives identify what you need to do, and should be challenging, realistic and contribute to your team delivering its work plan.*

*You and your manager should identify up to five SMART (Specific, Measurable, Achievable, Realistic and Time Bound), work objectives to focus on in the coming year.*

SMART Objective	Performance Measure/Output	By When
1.		

2.		
3.		
4.		
5.		
<b><u>Other areas of discussion</u></b> <i>This section should record any other points raised at the appraisal meeting.</i>	<b>Employee comments</b>	<b>Line Manager comments</b>
Employee's signature:		
Appraiser's signature:		
Date:		
One copy of this completed form will be kept by the appraiser, one by the employee and one in the employee's personnel file.		

## Craigdale Housing Association Equality Impact Assessment

<b>Name of policy to be assessed:</b>	Appraisal Policy	<b>Is this a New policy or a Review:</b>	Review
<b>Person completing the Assessment:</b>	Linda Chelton	<b>Date of assessment:</b>	6.6.24

1.	Briefly describe the aims, objectives and purpose of the policy	<p>The aims, objectives and purpose of the policy is to encourage good practice and equal opportunities in the appraisal process. Our aim is to ensure that staff are supported both in their job role and their health and well-being</p> <p>To develop an excellent workforce committed to the aims, values and service delivery requirements of Craigdale Housing Association</p>
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2.	Who is intended to benefit from the policy? (e.g., staff, applicants, tenants, contractors)	Craigdale Housing Association Tenants, Staff and Board
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3.	What outcomes are wanted from this policy? (e.g., benefits to customers)	To support staff to deliver a high-quality service to all its tenants, service users and other customers.
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4.	Which protected characteristics could be affected by the policy (select all that apply)			
	Minority Ethnic:	Not Applicable	Age:	Not Applicable
	Gender:	Not Applicable	Religion/belief:	Not Applicable
	Disability:	Not Applicable	Transgender:	Not Applicable
	Sexual Orientation:	Not Applicable	Maternity/Pregnancy:	Not Applicable
	Marriage/civil partnership:	Not Applicable		

5.	If the policy is not relevant to any of the protected characteristics listed in part 4. State why and end the process here.	The Association encourages good practice and equal opportunities in the appraisal process and should have no effect on the protected characteristics.	
6.	Describe the likely positive or negative impacts the policy could have on the groups identified in part 4	<b>Positive Impacts</b>	<b>Negative Impacts</b>
		Not Applicable	Not Applicable
7.	What actions are required to address the impacts arising from this assessment?	Not Applicable	

**Signed:**

L Chelton

**Date:**

6.6.24

**Please attach the completed document as an appendix to the policy report.**