APPRAISAL GUIDANCE NOTES

FOR APPRAISEES

1. Introduction

These Notes are to help you prepare for your annual appraisal meeting with your manager, to make sure that the meeting is effective and productive.

The appraisal meeting is a conversation with your manager about how you have performed over the last 12 months, the work you will need to do in the next 12 months, and any training that you will need. It is an opportunity to make sure your progress and achievements are properly recognised, and also to address any difficulties honestly and openly, so that improvements can be made.

The outcome of the appraisal meeting should be an agreed summary of your performance over the last 12 months, and an agreed plan for the next 12 months, which may include specific objectives or tasks for you to complete. This plan should be linked to Nugent’s Strategic Plan, Strategic Business Objectives and the Annual Business Plan for your Home/School/Project/Department, so that you can see how your work will contribute to the Plan and the overall Strategy. It should also be linked to the CQC Key Lines of Enquiry that form the basis of Supervision, so that it is clear how your work during the year will support the quality of service delivery. This applies to Central Office staff as well as operational staff.

2. Preparation Form

The attached form is for you to complete in advance of the appraisal meeting. The form includes space for Looking Back on the performance over the last 12 months, and Looking Forward to the work which needs to be done over the next 12 months.

Looking Back
To assess your own performance over the last 12 months, you will need to refer to:

- Supervision Records – these will remind you of the issues that you have discussed with your manager over the course of the year. The Appraisal covers the same five categories of performance as are used in Supervision.
• Your Job Description/Person Specification – have you performed the full range of tasks/responsibilities, and shown the required skills? Does the Job Description need to change?
• Nugent's Strategic Plan, Strategic Business Objectives and the Annual Business Plan for your Home/School/Project/Department – how have you contributed to the Strategic Objectives and to the achievement of last year’s Business Plan?
• Organisational Training Specification – what is the required training for your role?
  Have you completed all the Mandatory and Role-Essential training?

Looking Forward

At the appraisal meeting, your manager will discuss their expectations of you over the next 12 months. Use the preparation form to write down some tasks or actions that you think you need to undertake, or would like to undertake. You will need to refer to:

• Nugent's Strategic Plan, Strategic Business Objectives and the forthcoming Annual Business Plan for your Establishment – how will you contribute to achieving the Strategic Objectives and the Plan for your Home/School/Project/Department?
• Organisational Training Specification – do you need to undertake or complete any Mandatory or Role-Essential training, or any refreshers?

When you have completed the form, you can share it with your manager in advance of the appraisal meeting, preferably at the last supervision session before the appraisal, if you feel this would help the discussion. Your manager will complete their own preparation form, and may share this with you.

3. Appraisal Meeting

You should be aware in advance of the meeting of how your performance is viewed, because you will have been given regular feedback on your performance by your manager throughout the year. It should not be necessary to discuss any issues that you are not aware of, unless they have arisen very recently. The important principle is that there should be no surprises at the appraisal meeting.

Discussing your performance with your manager requires good communication skills from both of you, which includes listening as well as speaking. Your manager should encourage you to talk openly about your performance. You should refer to your successes and achievements, and also be honest about any aspects of the job that you find difficult. You then need to listen to and reflect on your manager's comments, which will include recognition of your achievements and their assessment of areas where you can improve.
The key elements our iACCORD philosophy here are integrity, Courage and Respect. The appraisal meeting should reflect the beliefs and behaviours set out in the Strategic Plan. These are attached as an Appendix to this Guidance.

If there is a difference of opinion between you, you will need to discuss your performance in more detail, referring to specific examples. However, remember that an appraisal meeting is a positive way of acknowledging your efforts over the year and helping you to develop your skills. The meeting should end in an agreement between you and your manager about:

- your achievements and level of performance,
- the work you will need to do in the next 12 months,
- any career plans that you may have
- a Development Plan which sets out the training you need to undertake in the next 12 months

4. Career Development

Nugent aims to provide staff with opportunities for career development where possible, to retain their skills within the organisation and to assist with succession planning.

If you think you have the potential to move to a different or more senior role, be prepared to discuss this with your manager at the appraisal meeting. There may not be an opportunity for a change of role just yet, but it may be possible to start to give you additional training so that you could take up a different role in the future.

Of course, you may be satisfied with your current role, in which case you will continue to be supported to give your best in that role.

5. Appraisal Record Form

Your manager will complete an Appraisal Record form during or shortly after the meeting, as a formal record of your discussions, and you will have the opportunity to add your own comments to the form. In addition to the Looking Back/Looking Forward sections, the form will include any discussions about career development, and set out your Development Plan for the forthcoming year.

You will be asked to sign the form and return it to your manager. You will then receive a countersigned copy, and a further copy will be placed on your personal file. Make sure that you keep your copy, because you will need to refer to the Looking Forward section of the form when preparing for your regular Supervision meetings.

6. Disputes

The intention is that you and your manager will agree the outcome of the appraisal meeting. In the event that you do not agree with your manager's comments and do not
wish to sign the Appraisal Record form, you should have a further discussion with your manager in the first instance. If you still cannot agree, your manager will refer the issue to their manager for consideration.
APPRAISAL PREPARATION – APPRAISEE

Your Name: [ ]  Job Title: [ ]

Use this form to prepare for your annual appraisal meeting. You can share the form with your manager before the meeting if you wish, or just refer to it during the meeting. Your manager will also prepare their comments in advance, and may share these with you before the meeting.

LOOKING BACK

Think about your performance over the last 12 months. What went well, and where do you think you need to develop your skills further? To help with this, you should refer to:

- Your Supervision Records – these will remind you of the conversations you have had with your manager about your performance over the year
- Your Job Description/Person Specification – have you performed the full range of tasks/responsibilities, and shown the required skills?
- Nugent’s Strategic Plan, Strategic Business Objectives and the Annual Business Plan for your Home/School/Project/Department – how have you contributed to the achievement of the Strategic Objectives and the Business Plan?
- The Organisational Training Specification – what is the required training for your role?
- Your own Training Record – have you completed all the Mandatory and Role-Essential training?
Then complete this form with your notes and comments about your performance, including examples where possible. These should be consistent with your Supervision Records, but feel free to mention anything that you think is relevant. Make sure you mention all your successes and achievements, but be honest about the things that didn't go so well.

<table>
<thead>
<tr>
<th>Caring: Developing positive caring relationships, involving people in decisions about their care and promoting privacy, dignity and respect</th>
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</thead>
<tbody>
<tr>
<td>Notes for Discussion</td>
</tr>
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</table>

<table>
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<tr>
<th>Safe: Protecting people from harm or abuse, managing risks, managing medicines and controlling infection</th>
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<tbody>
<tr>
<td>Notes for Discussion</td>
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</tbody>
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**Effective:** Applying your training in practice, seeking consent to treatment, supporting people to eat and drink, maintain their health and have their individual needs met, and using the Caresys record system

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**Responsive:** Responding to people's changing needs, and listening and learning from people's experiences, concerns and complaints

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**Well-Led:** Communication and support among your team, creating an open and positive culture that is inclusive and empowering, and ensuring the delivery of high quality services
CONTRIBUTION TO THE ANNUAL PLAN AND STRATEGIC BUSINESS OBJECTIVES

Notes for Discussion

LOOKING FORWARD

At the appraisal meeting, your manager will discuss their expectations of you over the next 12 months. This might be to just carry on doing a great job in the same way. Alternatively, there may be some new tasks or projects that you need to complete. These will include any actions to
rectify performance issues that you have discussed, and objectives relating to Nugent's Strategic Plan, Strategic Business Objectives, the next Annual Business Plan and the Key Lines of Enquiry which form the basis of the Supervision process. Take a look at the following documents:

- Nugent's Strategic Plan, Strategic Business Objectives and the next Annual Business Plan – how will you contribute to achieving the Plan for your Home/School/Project/Department in the current year, and contribute to the Strategic Business Objectives?
- Organisational Training Specification – do you need to undertake or complete any Mandatory or Role-Essential training, or any refreshers?

Now make some notes in the boxes below about some objectives you would like to work towards in the coming year, which are relevant to the Business Plan. These will be discussed with your manager at the appraisal meeting.

<table>
<thead>
<tr>
<th>Objective/project/task/Training</th>
<th>Action</th>
<th>Business Plan ref.</th>
<th>Key Line of Enquiry ref.</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is it that you could do?</td>
<td>What would you do specifically to achieve this?</td>
<td>Which part of the Business Plan does this refer to?</td>
<td>Which of these does the Action link to? (Caring, Responsive, etc)</td>
</tr>
</tbody>
</table>
CAREER DEVELOPMENT

Your annual appraisal is an opportunity to look to the future and think about how you would like to see your career develop. Nugent aims to provide staff with opportunities for career development where possible, in order to retain skills within the organisation and to increase the opportunity for existing staff to apply for different or more senior posts if they wish.

If you think you have the potential to move to a different or more senior role, be prepared to discuss this with your manager at the appraisal meeting.
## iACCORD

### OUR VALUES, BELIEFS AND BEHAVIOURS

<table>
<thead>
<tr>
<th>Value</th>
<th>Synonyms</th>
<th>Belief</th>
<th>Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>i</td>
<td>Integrity</td>
<td>Words that have the same spirit or meaning as our chosen value words</td>
<td>These are the beliefs that we have as an organization based on our values.</td>
</tr>
<tr>
<td></td>
<td>Integrity</td>
<td>Honesty, Trust, Openness, Fairness, Truth, Justice</td>
<td>As a health and social care provider we should have strong moral principles</td>
</tr>
<tr>
<td>A</td>
<td>Ambition</td>
<td>Commitment, Dedication, Passionate, Creative, Professional, Cooperation</td>
<td>In order to provide the best outcomes for our service users we aspire to be the best we can be.</td>
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<td>C</td>
<td>Courage</td>
<td>Bravery</td>
<td>Safety</td>
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<td>Compassion</td>
<td>Kindness</td>
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<td>Optimism</td>
<td>Humour</td>
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<td>Consideration</td>
<td>Polite</td>
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<td>D</td>
<td>Dignity</td>
<td>Peace</td>
<td>Ethical</td>
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We are supportive of the Living Wage and equal pay for equal work. We treat people well knowing they are valuable and important. We respect individual's privacy. We provide service that we would be happy to receive ourselves.