



Rickmansworth Waterways Trust

Appraisal Policy and Procedure

Document Number S06

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The Trust has a small staff, typically a single full time member and one other part time member. Each member of staff will be managed by a nominated Trustee, and will be subject to a series of management processes:

- A job description
- Regular appraisal of performance, accompanied by salary review.

The short policy below outlines how our Appraisals will be carried out.

1. The purpose of the Appraisal is to allow staff and manager to meet at specified intervals, to discuss the staff member's performance. The focus is on an evaluation of progress and achievement since the last appraisal, addressing any problems and setting targets to guide the work of the next period.
2. Generally, the appraisal will be annual. This does not preclude, but does over-arch, more frequent meetings to review events and issues.
3. The appraisal of performance will be done against the job description, and in light of any specific targets agreed at the previous appraisal or subsequently. It gives the opportunity for a full review of the Job Description and Particulars of Employment if required on either side.
4. The meeting will be scheduled with at least 1 month's notice, but will take place on the anniversary of commencing employment, or as soon as possible after the end of that month. It will be held in a convenient office space, and will be between the designated Trustee and each member of staff.
5. In preparation for the meeting, a summary of the job description will be passed to the staff member. This is to permit a considered assessment of how the past year has gone, and what issues have arisen for discussion.
6. The manager will similarly prepare, based on observation (and taking inputs from other relevant people, some of whom may be suggested by the staff member) his assessment of the performance, and be ready to discuss it at the meeting.
7. The assessment of performance is only one of the purposes of the appraisal. Both sides should come ready with suggestions about the future – including the Trust's needs, to be supported by targets or development/training, and the employee's needs, to be met by remuneration or development.
8. The outcome of the appraisal (both the assessment and the agreed targets) will be recorded in writing and agreed by both the staff member and the manager. A copy is kept privately by both, and will become the basis of the following appraisal.

A form is offered to record the appraisal.



Appraisal Form– Overview

Employee's Name	Appraiser's Name
Job Title	Date of Appraisal
Employee's Strengths	
Areas that need to be improved	
Training and development needs	
Action to be taken by Appraiser	



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Action to be taken by Employee	
Other actions	
Further comments from Appraiser	
Further comment from Employee	
Signature of Appraiser	Signature of Employee

Target Setting

While the Trustees do not believe that the Trust's staff needs a detailed set of targets to deliver their own or the Trust's aspirations, they recognise the value of setting some targets to help set priorities and allow achievements to be recognised.

Any specific targets set will be set against a SMARTA framework, and will be:

Specific – an observable action is described, and a numerical value linked to it.

Measurable – The system has to track and record the actions taken to meet the target, to allow progress to be measured.

Achievable – The objectives need to stretch the employee, but they must be possible to achieve: the employee then gets a sense of achievement. The employee should also understand how their efforts help the Trust meet its overall goals.

Realistic – The target is something within the control of the individual, and is important to the Trust.

Time bound – a date on which the task has to start (if on-going) or completed.

Agreed – the Employee has to accept the target as meeting the criteria above.

Generally, one or two targets will be set for each role held by the employee.