

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
11 January 2018
Item No. 13**

REPORT AUTHOR: HEAD OF HUMAN RESOURCES

SUBJECT: ANNUAL APPRAISAL PROCESS

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Background Papers: Appraisal Policy and Appraisal Guide for employees and managers– available on request

Implications (tick✓):

LEGAL		FINANCIAL	
HUMAN RESOURCES	✓	EQUALITY IMPACT	
ENVIRONMENTAL		POLICY	✓
CORPORATE RISK	Known	OTHER (please specify)	
	New	CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To provide the Human Resources Policy and Challenge Group with a sample of Bedfordshire Fire and Rescue Service employee annual appraisals for the year 2017/18.

RECOMMENDATION:

Members review the appraisals provided and endorse the appraisal process followed.

1. Appraisal process

1.1 Bedfordshire Fire and Rescue Service (The Service) have a performance management system which starts with our vision, supported by three strategic objectives. These objectives form the basis of Service, Departmental and Station plans. Through the appraisal process each employee is set a range of personal objectives so that they are clear about what they need to do to

contribute to the Station/Departmental plan and they are given appropriate support, training and development to achieve them.

- 1.2 Whilst the Service expects line managers to regularly review employees' progress and their performance at work the annual appraisal process provides a formal opportunity for individuals to discuss their performance with their manager, talk about what needs to be achieved in the appraisal period and identify what support is needed.
- 1.3 Formal appraisals do not replace the need for managers to praise good performance or identify development needs as and when they happen. This feedback should occur on a day to day basis. The annual appraisal acts as a summary of performance over the year and should complement the regular on-going feedback given throughout the time period.
- 1.4 The Service has an Appraisal Policy that has been agreed with the Fire Brigades' Union; this describes the appraisal process and is supported by guidance for all employees and managers. All line managers received mandatory appraisal training to coincide with the introduction of the policy and training is provided on an annual basis for those new to managerial roles or those who need or want to refresh their appraisal skills. HR dip sample check appraisals to ensure quality.
- 1.5 All Service employees are required to have an annual appraisal and performance in the timely completion and submission of annual appraisals is an HR key performance indicator. During 2017 the performance was 92.8% against a target of 90%. Service performance is reviewed by the Corporate Management Team and reported to HR Policy and Challenge Group. In line with its Terms of Reference, the Human Resources Policy and Challenge Group is required to monitor performance against key performance indicators and associated targets for areas falling within the scope of the Group.

2. Sample of appraisals

- 2.1 Members requested that a sample of appraisals be provided to HR Policy and Challenge for their review and information. In order to facilitate this request the Head of HR approached a sample of employees for their permission to share their appraisals with the forum. The appraisals are provided in an anonymous and redacted format in order to comply with data protection requirements.

3. Implications

- 3.1 The Service has a jointly agreed HR best practice Appraisal Policy in place that is subject to regular review.

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