

As part of Lawrays ongoing efforts to work together as one practice, harmonising policies and procedures in order to make the Company more efficient, improve performance and maintain a strong, positive staff team, we are continuously developing the annual staff performance review procedures (formerly/also known as appraisals).

We recognise the importance of consulting our employees and how these meetings can help by setting a structure for reviewing both positive and negative aspects, giving feedback and putting in place improvements as required.

The objective of the review is to look at the previous year, assess performance, discuss training needs and agree future objectives for both the employee and the Practice. (Please note: Any salary/benefit reviews will continue to be carried out as a separate process by the Remuneration Committee)

Senior Management staff responsible for carrying out reviews will receive training on performance and appraisal procedures.

The review is an opportunity for everyone's voice to be heard and, by working together, continuously improving on our performance and development. It is a long-term commitment and will form part of an ongoing process by all parties.

The procedure

Both management and staff should have time to prepare for their meeting, with everyone receiving a copy of the agenda form, useful information on preparation, what to expect and points of discussion at least two weeks beforehand to enable them to make notes and fully understand the procedure. Employees must also be informed when and where the meeting will take place, and who will be present.

Following the meeting a copy of the agreed actions and objectives will be agreed and be passed to relevant management/employees. The appraisal record itself will be kept on the confidential staff record file. It is recommended that employees also keep a record of any notes they make during the meeting for future reference. Any objectives set must consider the SMART criteria: -

S - Specific – Objectives should specify what they want to achieve.

M - Measurable – You should be able to measure whether you are meeting the objectives or not.

A - Achievable - Are the objectives you set, achievable and attainable?

R - Realistic – Can you realistically achieve the objectives with the resources you have?

T - Time – When do you want to achieve the set objectives?

If a follow up meeting is required to confirm actions and objectives not agreed within the original review this should take place within 4 weeks of the first meeting, unless Board approval is required, where this timescale may be extended.

Follow up actions must take place within the timescales as agreed in the review, be monitored regularly and the employees record should also be updated accordingly.

Progress will be monitored as usual on a more informal basis throughout the year, by the individual's direct manager or supervisor, and where required additional formal reviews may also be put into place to review and update aims, objectives and progress.

This procedure will be reviewed annually by the Board of Directors.