



Review of the Appraisal process

Dear Colleague

Over recent months I have been engaging with staff in order to gain a better understanding of your experience of working at Queen's. Employee Experience is a key part of our People and Culture Strategy – People First – and I was delighted, therefore, to chair our first Staff Forum meeting last October which focussed on our approach to Appraisal.

Through the Staff Forum and the detailed feedback exercise that followed, you told us that the current Appraisal process is administratively heavy, time-consuming, and also that you consider it not to deliver sufficient positive impact on job performance or career development. We recognise your view that there is a lack of cohesion and integration across the various performance management mechanisms at Queen's. This feedback was consistent across all areas of the University. So we need to do more to support our staff and to make Appraisal effective.

Our people are more important than our processes. Therefore, having heard your views I am pleased to let you know that a review of the Appraisal process is now underway. I want to assure all staff at Queen's that we will not be running Appraisals in their current format again. Instead, we will create a process that focusses positively and effectively on staff development and progression. It will reflect the value that we place on our people and will produce meaningful outcomes that enable staff not only to fulfil their current role with excellence, but also supports career progression.

Specifically, we will reduce the administrative burden to create a system that will be user-friendly and intuitive, reducing the time spent on completing Appraisal paperwork. We will streamline all aspects of our performance management system, with Appraisal linked to other processes in an annual cycle. Condensing these tasks will free up staff time to focus on their own development and deliverables.

A working group has been established to oversee this review, chaired by Professor Richard English, Pro-Vice-Chancellor for Internationalisation and Engagement. Professor English will take this work forward and update you as the process develops. Our aim is to launch the new appraisal system by November 2019.

As part of People First, we are focusing on Employee Experience, Talent and Culture. I intend that the above review facilitates a more empowering approach towards developing our own talent, and also that it creates a 'can-do' culture of performance. A culture that will reinforce our pride in Queen's and ensure that it is a great place to work.

I would like to thank all staff for providing their valuable feedback about Appraisal through the Staff Survey and Forum. This has really made a difference and was important in effecting change.

I hope that I can count on your continued engagement with us to make your voice heard, and so make a difference in Queen's.

Best Wishes,
Ian

Professor Ian Greer
President and Vice-Chancellor

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