

DRAFT PCS Appraisal POLICY

Policy Type:	Organisational
Directorate Area	All
Responsible Policy Officer (RPO)	Amanda Jackson
Date Recommended by EMT Group:	
Date(s) Equality Screened:	
Date Recommended by RQIA Policy Group:	05.02.2026
Date(s) Approved by Executive Team:	
Date Recommended by BARC:	
Date(s) Approved by Authority:	
Date of Issue to RQIA Staff:	
Date(s) of Review:	
Date(s) of Re issue to RQIA Staff	

Version 8.0

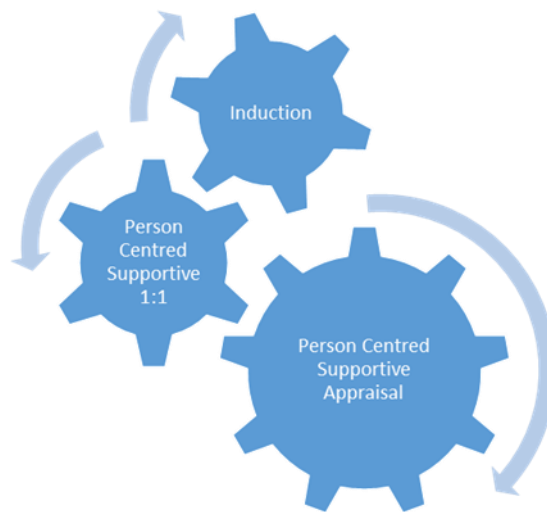
CONTENTS

	Page
1. Introduction	3
2. Scope	3
3. Glossary	4
4. Purpose	4
5. Legislative/Policy Framework	5
6. Responsibilities	5
7. Policy / Procedure	7
8. Sustainability and environmental impact	9
9. Equality	9
10. Monitoring / Evaluation	10
11. Review	10
12. Appendices	10
Appendix A: The Appraisal Conversation Template	11
Appendix B: Equality Screening	17
Appendix C: Implementation Plan	30

1. Introduction

RQIA's core purpose is "Working together to improve safety and quality in health and social care services". Building relationships is a strong element of our vision as set out in our Strategic Plan.

The Person Centred Supportive (PCS) Appraisal process is an integral part of RQIA's role in supporting staff in RQIA. The appraisal is part of an ongoing person centred approach, which commences with induction and includes PCS1:1. As such, these two-way processes involve the rights and responsibilities for both staff members engaged in the process.



A person centred approach to appraisal sets the foundation to establish and maintain positive working relationships. RQIA place a high value on our staff, acknowledging that the PCS Appraisal process plays a vital role in fostering constructive and purposeful working relationships. It establishes a framework for recognising and celebrating achievements, identifying opportunities for professional development, and addressing any issues or concerns that may arise in the course of our work. The PCS Appraisal process is fundamental to both staff well-being and the promotion of good professional practice and supports a positive culture within the organisation. An effective appraisal is highly valued by staff and serves as a key mechanism for support and development between employees and their managers.

2. Scope

RQIA workforce is diverse with a wide complement of professional staff.

Whilst the Directorates and Teams may only have one individual from a particular staff group, they recognise the diverse needs of all staff. Managers will discuss with each team member matters relating to staff health and wellbeing and work related matters including clinical, professional and/or registration requirements.

We want to ensure that the equality and diversity of all our staff is supported and hence they are enabled to carry out their role effectively in line with our HSC Values, Working Together, Excellence, Openness & Honesty and Compassion

3. Glossary

PCS	Person Centred Supportive
The 4 'R's	Reflect, Review, Recognise and Realise
ABC Core work needs framework	A utonomy B elonging C ontribution
PDP	Personal Development Plan

4. Purpose

4.1 Aim

PCS Appraisal approach supports the effectiveness and potential of each staff member, which aims to monitor, maintain and improve performance in line with RQIA's Strategic Plan/Management Plan. The PCS Appraisal process enables managers and team members to partake in a two-way conversation to –

- Reflect:** This is an opportunity for the staff member to reflect on the past 6/12 months and for their manager to encourage the staff member to expand on their experiences, views and feelings.
- Review:** This is the time for the staff member to discuss things they are proud of achieving in the past 6/12 months and discuss areas they wish to develop or improve upon.
- Recognise:** This is an opportunity for the staff member to identify challenges they have overcome and learning and achievements made. Their managers will also discuss how the staff member has made a difference over the past year by detailing their contributions and achievements, while also providing feedback and constructive comments for further development.
- Realise:** This is the time for the staff member to discuss with their manager their potential for future development. They will both set realistic objectives for the staff member and the manager will highlight how they and the organisation can support the staff member to achieve these.

4.2 Objectives

PCS Appraisal policy will ensure that RQIA have a clear, consistent and fair approach to the PCS Appraisal process. It is generally accepted that for staff members to give their best they

understand the overall objectives of RQIA and recognise their role and how it contributes to the Strategic Plan/Management Plan.

The objectives of the PCS Appraisal process are to:

- Support health and wellbeing, including areas such as work/life balance
- Align RQIA's values and behaviours
- Acknowledge performance
- Agree individual objectives and set meaningful goals
- Create individual development plans

5. Legislative/Policy Framework

In the development of this policy, we reviewed 'RQIA Performance Appraisal and development Review (PADR)

[RQIA Performance Appraisal and Development Review \(PADR\)](#)

6. Responsibilities

This policy outlines the commitment of the RQIA Authority Members and Chief Executive to support effective PCS Appraisal for all staff. It is the responsibility of each RQIA Director or Divisional Lead to ensure this policy is shared, understood and embedded by all staff within their directorates.

6.1 Regulation and Quality Improvement Authority responsibilities

It is the responsibility of RQIA's EMT to:

- Agree content and demonstrate commitment to the PCS Appraisal process
- Ensure there are adequate structures in place to provide PCS Appraisal with roles and responsibilities clearly defined
- Have clear guidelines implemented by all staff in relation to the PCS Appraisal
- Be actively involved in embedding the process
- Encourage participation in the process
- Implement appraisal training (role specific)
- Consider 360 appraisal review or equivalent review process as part of appraisal preparation for all staff.
- To ensure there is respect for diversity where people are treated fairly and equitably in accordance with the HSC values.
- Consider alignment of appraisal processes with HRPTS or the revised EQUIP system.

6.2 Confidentiality

PCS Appraisal is a confidential process to be respected and understood by both appraisee and appraiser. There are however constraints on confidentiality e.g. if there is legal justification or it is considered in the public interest, to prevent serious harm, injury or damage.

PCS Appraisal records may require to be shared with others e.g., where there are grievances or disciplinary proceedings, without the consent of the parties involved.

6.3 Definition of Roles

Manager providing PCS Appraisal

It is the responsibility of the manager to ensure that:

- They have the necessary training, skills and information to carry out the process and understand their responsibilities;
- Each staff member has an individual PCS Appraisal discussion at least once every 12 months aligned with PCS 1:1 reviews and an end of year appraisal review;
- They adequately prepare for the PCS Appraisal and where appropriate seek feedback from any other staff to fully inform the discussion;
- They facilitate a reflective discussion focused on factual and constructive two-way feedback.
- The reflective discussion promotes personal and professional growth, aligned to HSC values and the Team objectives;
- They schedule the appraisal meeting and maintain communication where planned meetings require to be rescheduled;
- An accurate and concise record of the meeting is shared with the staff member, this should be signed and returned by both parties and stored appropriately in staff electronic management folders within the 'Mdrive' shared area;
- Written records of PCS Appraisal are treated as confidential and managed in line with relevant RQIA Information Governance policies and procedures.

Staff member receiving PCS Appraisal

It is the responsibility of the staff member to ensure that they:

- Attend and participate constructively in the process and prepare adequately for the appraisal discussion
- Discuss the past year's achievements and learning in relation to their objectives.
- Consider how they demonstrate the HSC Values in their work and how they apply their knowledge and skills
- Share their strengths and how they can be used to shape objectives for the incoming year
- Agree individual objectives that align to the Team objectives, and create a personal development plan for the incoming year.
- Review and return a signed copy of the PCS Appraisal to their manager (and retain a copy for personal review)
- Meet regularly with their manager through PCS1:1 to review the agreed objectives and the personal development plan.

7. Operational Policy

In order to effectively support the PCS appraisal process the appraiser and appraisee need to consider the ABC Core work needs framework. Within the appraisal conversation document (appendix A), the framework is adopted, this refers to three core needs that must be met for staff to thrive and stay motivated while at work.

1. **Autonomy** – the need to have control over their work lives, and to be able to act consistently with their values
2. **Belonging** – the need to be connected to, cared for, and caring of others around them at work, and to feel valued, respected and supported.
3. **Contribution** – the need to experience effectiveness in what they do and deliver valued outcomes

Autonomy

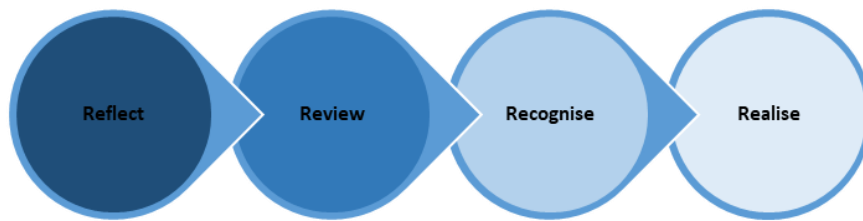
- Authority, empowerment and influence - influence over decisions, ways of working and organisational culture
- Justice and Fairness - equity, psychological safety, positive diversity and universal inclusion
- Work conditions and working schedules - resources, time and a sense of the right and necessity to rest, and to work safely, flexibly and effectively

Belonging

- Team working - effectively functioning teams with role clarity and shared objectives, one of which is team member well-being
- Culture and Leadership - nurturing cultures and compassionate leadership enabling high-quality, continually improving and compassionate care and staff support

Contribution

- Workload - work demand levels that enable the sustainable leadership and delivery of safe, compassionate care
- Management and PCS1:1 - the support, professional reflection, mentorship and PCS1:1 to enable staff to thrive in their work
- Education, Learning and Development - flexible, high-quality development opportunities that promote continuing growth and development for all



Reflect

This is an opportunity for you to reflect on the past 12 months –

- Time to think about your own health and well-being
- How you have found your role.
- Is there anything you need to help you improve your working life?

All three core needs (ABC core work framework) should be discussed and explored to see what support you need to enable you to flourish and thrive at work. This is an opportunity for you to ask your manager for support where applicable.

Review

This is an opportunity for you to review your work over the past year, detailing what you think has went well, highlighting achievements, whilst discussing areas that you wish to develop or improve upon. Throughout this stage, you should try to think of a least three achievements; however this is only a guideline. An achievement is any activity that a person can and should be proud of and given credit and recognition for, regardless of how big or small the achievement may seem.

Examples of an achievement might be:

- A task accomplished
- A skill learned or mastered
- A problem solved
- A change in behaviour or practice
- An innovation introduced
- A target met

At this date of the review, you should also prepare examples of how you have lived the HSC values. Before the review stage ends, you have an opportunity to suggest changes to process or procedures that impact on your work. This is an opportunity for you to have your voice/opinion heard. Any suggestions provided will be considered in terms of informing development opportunities in your Personal Development Plan (PDP)

Recognise

You should self-recognise, challenges overcome, learnings and achievements made. This is an opportunity for your manager to provide feedback, and to highlight how your actions have contributed to successes, whilst also providing constructive feedback for further development.

Realise

You should realise given your progress over the past year, the potential for further development. Your Line Manager will set objectives with you that will align to the team objectives and overall RQIA Management Plan. This will make it clear for you to see how your work contributes to the overall purpose of RQIA.

Personal Development Plan (PDP)

You should think about any personal development that you wish to avail of over the coming year. There may also be a need for further development after the objectives have been set. You should consider various forms of development such as –

- Mentoring
- Coaching
- Internal opportunities
- Project work
- Job/task/role rotation
- Career aspirations
- Volunteering
- Planned or guided reading
- Learning and Development opportunities
- A new challenge or responsibility
- Joining or creating a network of contacts
- Attending conferences

Timeframe

It is the responsibility of the appraiser and appraisee to ensure objectives are reviewed on a six monthly basis (in alignment with PCS1:1). This review will reflect objectives, which have been met, or those which have required adjusted timeframes.

8. Sustainability and Environmental Impact

RQIA is committed to promoting environmental sustainability in all aspects of its work. This policy has been developed and will be implemented in a manner that seeks to minimise environmental impact, including the efficient use of resources, reduction of waste, and consideration of digital alternatives to paper-based processes where appropriate. Staff are encouraged to apply sustainable practices in the delivery of this policy, in line with RQIA's environmental objectives and the wider public sector commitment to sustainability.

9. Equality

RQIA is committed to upholding equality, diversity, and human rights in all aspects of its work. This policy has been developed in line with the principles of fairness, respect, and non-discrimination, and takes account of the Human Rights Act 1998 and Section 75 of the Northern Ireland Act 1998. In implementing this policy, RQIA will ensure that no individual or group is disadvantaged on the basis of age, disability, gender, race, religion or belief, sexual orientation, or any other protected characteristic.

This policy was equality screened on **DATE**. *Include outcome statement.*

10. Monitoring / Evaluation

This policy and procedure will be following implementation and an evaluation following 1 year of implementation.

The Policy Authors and relevant personnel will monitor effectiveness of the policy and report any considered changes through RQIA EMT.

11. Review

This policy and procedure will be reviewed 6 months following implementation and then three yearly or as necessary.

12. Appendices

The Appraisal Conversation			
Your Name		Manager Name	
Job Title		Job Title	
Directorate		Department	
Date of Appraisal			
Reflect, Review, Recognise			
From: (Date of Last Appraisal)		To: (Today's date)	
Let us Touch Base – How are you?			
Your Health and Wellbeing –			
Let us talk about your core work needs?			
<ul style="list-style-type: none"> • Are they being met? • What can I do as your manager to support your needs? 			
Autonomy <i>The need to have control over your work plan, and to be able to act consistently with RQIA values.</i>			
Belonging/Valued <i>The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported.</i>			
Contribution <i>The need to experience effectiveness in work and deliver valued outcomes.</i>			

Discuss your proudest achievements and the strengths you have used over the past year and how you have made a difference. Consideration should be given to the Organisations objectives below and in line with HSC Values:

Working Together

We work together for the best outcome for the people we care for and support. We work across Health and Social Care and with other external organisations and agencies, recognising that leadership is the responsibility of all.

Excellence

We commit to being the best we can be in our work, aiming to improve and develop services to achieve positive changes. We deliver safe, high quality, compassionate care and support.

Openness & Honesty

We are open and honest with each other and act with integrity and candor.

Compassion

We are sensitive, caring, respectful and understanding towards those we care for and support and our colleagues. We listen carefully to others to better understand and take action to help them and ourselves.

Some examples may be in terms of; Communication, People & Personal Development, Health, Safety & Security, Service Improvement, Quality, Equality & Diversity.

Proudest achievements and the strengths you have used over the past year and how you have made a difference:

**Reflections from Colleagues/Line Managers
Include feedback from PIEs (Inspectors only):**

Detail and discuss any learning (training attended or other learning opportunities) from the past year, what skills and knowledge helped you and how you can build upon this. Did you face any challenges and did you overcome these (if so how)?

**Discuss Objectives from Last Year
Remember to consider how you have demonstrated the HSC Values of
Working Together; Excellence; Openness & Honesty; Compassion.**

Which objectives have been completed?

**Have any objectives been placed on hold?
(and if so, what are the next steps?)**

Suggestions? - This is an opportunity for the appraisee to offer suggested changes to processes or procedures that impact on their job. The appraiser will consider these suggestions, progress through appropriate channels, and provide appraisee with feedback.

Realise

Individual Objectives

Set individual objectives in line with the organisation and team objectives (**add Management Plan link and Team Objectives link**). The 2-way discussion should outline how your objectives align with the team and organisational objectives. This is also the opportunity for the appraisee to consider and discuss future career skills/pathway objectives and aspirations with the appraiser.

Individual Objectives	RQIA/Team Objective	Timeframe

Personal Development Plan

In order to meet your objectives you may require further development or assistance. This may be training, coaching or shadowing to further develop your strengths or improve on your weaknesses.

What do you need to develop?	How will you develop it?	When will it happen?

Professional Registration/CPD

Professional Registration up to date? (if applicable):

Annual Renewal Date:

Professional Supervision/revalidation/CPD requirements? (if applicable):

Sign Off

Employee Signature		Date	
Manager Signature		Date	

RECORD

Once you have completed your appraisal, it is the Managers responsibility to record the appraisal via:

XXXXXXX

6 monthly Review	Date
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6 monthly Review Sign Off

Employee Signature		Date	
Manager Signature		Date	

End of Year Sign Off		Date	
Employee Signature		Date	
Manager Signature		Date	

Equality and Human Rights Screening Template

The Regulation and Quality Improvement Authority is required to address the 4 questions below in relation to all its policies.

What is the likely impact on equality of opportunity for those affected by this policy, for each of the Section 75 equality categories? (Minor/major/none)

Are there opportunities to better promote equality of opportunity for people within the Section 75 equality categories?

To what extent is the policy likely to impact on good relations between people of a different religious belief, political opinion or racial group? (Minor/major/none)

Are there opportunities to better promote good relations between people of a different religious belief, political opinion or racial group?

As part of the audit trail, documentation needs to be made available for all policies and decisions examined for equality and human rights implications. The screening template is a pro forma to document consideration of each screening question.

For advice and support on screening contact:

Equality Unit
Business Services Organisation

2 Franklin Street

Belfast, BT2 8DQ

Tel: 028 9536 3961

Email: equality.unit@hscni.net

SCREENING TEMPLATE

See [Guidance Notes](#) for further information on the 'why' 'what' 'when', and 'who' in relation to screening, for background information on the relevant legislation and for help in answering the questions on this template (follow the links).

(1) INFORMATION ABOUT THE POLICY OR DECISION

1.1 Title of policy or decision

Person Centred Supportive Appraisal Policy and Procedure

1.2 Description of policy or decision

RQIA provides independent assurance about the quality, safety and availability of Health and Social Care (HSC) services, including independent sector services in Northern Ireland, while encouraging continuous improvements in these services and assisting with safeguarding the rights of services users.

To be an effective regulator it is essential that RQIA provide appropriate induction, support, guidance and continuous learning and development, to all staff in order to effectively maintain staff health and well-being, encourage an open and supportive learning culture and maintain appropriate management governance and oversight.

The purpose of this policy is to set out RQIA's arrangements, for the appraisal process for all staff in the organisation.

1.3 Main stakeholders affected (internal and external)

Internal Stakeholders

- RQIA Employees
- RQIA Chief Executive and Senior Management Team
- RQIA Chair and Authority Members
- RQIA Committees and Groups

External Stakeholders

- Current Service Users and their relatives
- Providers
- HSC Trusts and health and social care organisations
- Voluntary sector
- Trade Unions

1.4 Other policies or decisions with a bearing on this policy or decision

- **What are they?**
 1. Equality of Opportunity Policy October 2010

2. PCS1:1 Policy 2024
3. Induction Policy and Procedure 2024
4. Leave Pack September 2017
5. Conflict, Bullying and Harassment in the Workplace January 2019
6. Whistleblowing Policy and Associated Procedure March 2023
7. Regional Grievance Policy and Procedure October 2022

- **Who owns them?**

1. RQIA
2. RQIA
3. RQIA
4. BSO
5. BSO
6. RQIA
7. BSO

(2) CONSIDERATION OF EQUALITY AND GOOD RELATIONS ISSUES AND EVIDENCE USED

2.1 Data Gathering

What information did you use to inform this equality screening? For example, previous consultations, statistics, research, Equality Impact Assessments (EQIAs), complaints. Provide details of how you involved stakeholders, views of colleagues, service users, staff side or other stakeholders.

Other sources of equality data include:

- Section 75 RQIA equality staff profile (March 2025)
- Census 2021 data for the General Population as a whole (NI)
<https://hscni.sharepoint.com/:w:/s/HSCNI-BSO-EqualityUnit/ES6uqr0um6tPtsOdTeHxgBgBVz5ABAaNXkO3JIVtQGI2Eg?e=9yY5mG>
- Department for Communities 2019/2020

2.2 Quantitative Data

Who is affected by the policy or decision? Please provide a statistical profile. Note if policy affects both staff and service users, please provide profile for both.

Category	What is the makeup of the affected group? (%) Are there any issue or problems? For example, a lower uptake that needs to be addressed or greater involvement of a particular group?																				
Gender	<p>RQIA staff data as of March 2025:</p> <table border="1" data-bbox="328 367 847 450"> <tr> <td>Male</td> <td>23.81%</td> </tr> <tr> <td>Female</td> <td>76.19%</td> </tr> </table> <p>The Census 2021 data for the General Population as a whole (NI) demonstrated the proportion of females in 2021 was 50.8% (967,043) and of males was 49.2% (936,132) (total population of 1,903,175), this data hence demonstrates under representation of male employees in RQIA which requires future consideration. GIRES 2014 estimate the number of gender nonconforming employees is not yet considered but needs to be in the future, when this data is captured within Section 75.</p>	Male	23.81%	Female	76.19%																
Male	23.81%																				
Female	76.19%																				
Age	<p>RQIA staff data as of March 2025:</p> <table border="1" data-bbox="328 853 847 1249"> <tr> <td>16-24</td> <td>0.53%</td> </tr> <tr> <td>25-29</td> <td>5.29%</td> </tr> <tr> <td>30-34</td> <td>5.29%</td> </tr> <tr> <td>35-39</td> <td>8.99%</td> </tr> <tr> <td>40-44</td> <td>10.05%</td> </tr> <tr> <td>45-49</td> <td>11.64%</td> </tr> <tr> <td>50-54</td> <td>17.99%</td> </tr> <tr> <td>55-59</td> <td>16.93%</td> </tr> <tr> <td>60-64</td> <td>16.93%</td> </tr> <tr> <td>>=65</td> <td>6.35%</td> </tr> </table>	16-24	0.53%	25-29	5.29%	30-34	5.29%	35-39	8.99%	40-44	10.05%	45-49	11.64%	50-54	17.99%	55-59	16.93%	60-64	16.93%	>=65	6.35%
16-24	0.53%																				
25-29	5.29%																				
30-34	5.29%																				
35-39	8.99%																				
40-44	10.05%																				
45-49	11.64%																				
50-54	17.99%																				
55-59	16.93%																				
60-64	16.93%																				
>=65	6.35%																				
Community Background	<p>RQIA staff data as of March 2025:</p> <table border="1" data-bbox="328 1397 847 1715"> <tr> <td>Perceived Protestant</td> <td>0.53%</td> </tr> <tr> <td>Protestant</td> <td>34.92%</td> </tr> <tr> <td>Perceived Roman Catholic</td> <td>1.06%</td> </tr> <tr> <td>Roman Catholic</td> <td>37.04%</td> </tr> <tr> <td>Neither</td> <td>4.23%</td> </tr> <tr> <td>Perceived Neither</td> <td>0.00%</td> </tr> <tr> <td>Not assigned</td> <td>22.22%</td> </tr> </table>	Perceived Protestant	0.53%	Protestant	34.92%	Perceived Roman Catholic	1.06%	Roman Catholic	37.04%	Neither	4.23%	Perceived Neither	0.00%	Not assigned	22.22%						
Perceived Protestant	0.53%																				
Protestant	34.92%																				
Perceived Roman Catholic	1.06%																				
Roman Catholic	37.04%																				
Neither	4.23%																				
Perceived Neither	0.00%																				
Not assigned	22.22%																				
Political Opinion	<p>RQIA staff data as of March 2025:</p> <table border="1" data-bbox="328 1789 847 1989"> <tr> <td>Broadly Nationalist</td> <td>4.23%</td> </tr> <tr> <td>Other</td> <td>3.70%</td> </tr> <tr> <td>Broadly Unionist</td> <td>1.59%</td> </tr> <tr> <td>Not assigned</td> <td>80.95%</td> </tr> <tr> <td>Do not wish to answer</td> <td>9.52%</td> </tr> </table>	Broadly Nationalist	4.23%	Other	3.70%	Broadly Unionist	1.59%	Not assigned	80.95%	Do not wish to answer	9.52%										
Broadly Nationalist	4.23%																				
Other	3.70%																				
Broadly Unionist	1.59%																				
Not assigned	80.95%																				
Do not wish to answer	9.52%																				

Marital Status	RQIA staff data as of March 2025:	
	Divorced	2.65%
	Mar/CP	34.92%
	Other	0.00%
	Separated	0.00%
	Single	7.41%
	Unknown	54.50%
	Widow/R	0.00%
	Not assigned	0.53%
Disability	RQIA staff data as of March 2025:	
	No	34.39%
	Not assigned	62.02%
	Yes	1.59%
Dependent Status	RQIA staff data as of March 2025:	
	Yes	14.81%
	Not assigned	79.37%
	No	5.82%
Ethnicity	RQIA staff data as of March 2025:	
	Not assigned	80.42%
	White	19.58%
	Other	0.00%
	Black African	0.00%
	Indian	0.00%
	Chinese	0.00%
Sexual Orientation	RQIA staff data as of March 2025:	
	Do not wish to answer	0.53%
	Not assigned	79.89%
	Opposite sex	17.99%
	Both Sexes	0.00%
	Same sex	1.59%

2.2 Qualitative Data

What are the different needs, experiences and priorities of each of the categories in relation to this policy or decision and what equality issues emerge from this? Note if policy affects both staff and service

users, please discuss issues for both. Also, give consideration to multiple identities (such as single parents for example)

Category	Needs and Experiences Based on the Department for Communities 2019/2020 data those in the categories referenced in this section may identify an impact associated with their Line Manager and RQIA as an Organisation in applying this policy and procedure.
Religion	Where staff members hold different religious opinions these should be discussed professionally, recorded where necessary and mutually agreed outcomes actioned.
Political Opinion	Where staff members hold different political opinions these should be discussed professionally, recorded where necessary and mutually agreed outcomes actioned.
Marital Status	Where a staff member identifies an impact associated with their Line Manager in respect of their marital status this should be discussed professionally, recorded where necessary and mutually agreed outcomes actioned.
Dependent Status	Those with dependents are more likely to be carers and therefore work part-time; therefore, these staff may require flexibility to the programme of appraisal to suit their working pattern.
Disability	Where an individual staff member has a disability, Line Manager consideration in operationalising this procedure needs to take cognisance of how the process, the approach to appraisal and variance to documentation is required. i.e. documentation in large font or easy read format and/or learning aids.
Ethnicity	Where staff members come from different ethnic groups, Line Manager consideration in operationalising this procedure needs to take cognisance of how the process and approach to appraisal may require variation i.e. language barriers.
Sexual Orientation	Where a staff member identifies an impact associated with their Line Manager in respect of their sexual orientation this should be discussed professionally, recorded where necessary and mutually agreed outcomes actioned.
Gender	As above, where a staff member identifies an impact associated with their Line Manager in respect of their gender/transgender this should be discussed professionally, recorded where necessary and mutually agreed outcomes actioned.

Age	Where a staff member identifies an impact associated with their Line Manager in respect of their age this should be discussed professionally, recorded where necessary and mutually agreed outcomes actioned.
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2.3 Multiple Identities

Are there any potential impacts of the policy or decision on people with multiple identities? For example; disabled minority ethnic people; disabled women; young Protestant men; and young lesbians, gay and bisexual people.

<p>As per section 2.2</p> <p>There is opportunity during appraisal for the staff member/manager to discuss potential impacts relating to, for example: If the individual staff member has requirements for any reasonable adjustments such as, a disability or a condition that does not necessarily meet the legal definition of a disability (i.e. visual needs) or, for example were a staff member has caring responsibilities and may require consideration of flexible working.</p>

2.4 Making Changes

Based on the equality issues you identified in 2.2, what changes did you make or do you intend to make in relation to the policy or decision in order to promote equality of opportunity?

<i>In developing the policy or decision, what did you do or change to address the equality issues you identified?</i>	<i>What do you intend to do in future to address the equality issues you identified?</i>
<p>RQIA have taken cognisance of the potential impacts this policy may have on certain groups of people (including caring responsibilities and any such disability that is not considered a disability under the legal definition), these will be considered on an individual case by case basis, fully discussed and explored and appropriate supports/adjustments put in place to support all staff during their appraisal process.</p>	<p>As part on the ongoing review of the appraisal policy and procedure, any identified equality issues will be reviewed and appropriate policy and procedure amendments progressed.</p>

2.5 Good Relations

What changes to the policy or decision – if any – or what additional measures would you suggest to ensure that it promotes good relations? (refer to guidance notes for guidance on impact)

Group	Impact	Suggestions
As per section 2.4	As per section 2.4	As per section 2.4

(3) SHOULD THE POLICY OR DECISION BE SUBJECT TO A FULL EQUALITY IMPACT ASSESSMENT?

A full equality impact assessment (EQIA) is usually confined to those policies or decisions considered to have major implications for equality of opportunity.

**How would you categorise the impacts of this decision or policy?
(refer to guidance notes for guidance on impact)**

Please tick:

Major impact	
Minor impact	x
No further impact	

Do you consider that this policy or decision needs to be subjected to a full equality impact assessment?

Please tick:

Yes	
No	x

Please give reasons for your decisions.

It is not thought that subjecting the Policy to an EQIA will further identify opportunities to promote equality of opportunity, which have already been outlined at sections 2.2, 2.4 and 2.5.

RQIA recognises the need to consider the impact on Section 75 groups of this Policy and procedure in the course of its work.

Due consideration has been given to those individuals within Section 75, of the Northern Ireland Act (1998), particularly those individuals from ethnically diverse groups, including age, sexual orientation, religion, political opinion, disability, gender, marital status, dependent status and ethnicity

(4) CONSIDERATION OF DISABILITY DUTIES

4.1 In what ways does the policy or decision encourage disabled people to participate in public life and what else could you do to do so?

<i>How does the policy or decision currently encourage disabled people to participate in public life?</i>	<i>What else could you do to encourage disabled people to participate in public life?</i>
As the Appraisal Policy applies to staff, working within RQIA the policy has no direct impact on encouraging disabled people to participate in public life but will support all staff including those with any form of disability to be supported and integrated into the work of RQIA through an effective appraisal process.	N/A

4.2 In what ways does the policy or decision promote positive attitudes towards disabled people and what else could you do to do so?

<i>How does the policy or decision currently promote positive attitudes towards disabled people?</i>	<i>What else could you do to promote positive attitudes towards disabled people?</i>
As outlined above under section 4.1	As outlined above under section 4.1

(5) CONSIDERATION OF HUMAN RIGHTS

5.1 Does the policy or decision affect anyone's Human Rights? Complete for each of the articles

ARTICLE	Yes/No
Article 2 – Right to life	No
Article 3 – Right to freedom from torture, inhuman or degrading treatment or punishment	No
Article 4 – Right to freedom from slavery, servitude & forced or compulsory labour	No
Article 5 – Right to liberty & security of person	No

Article 6 – Right to a fair & public trial within a reasonable time	No
Article 7 – Right to freedom from retrospective criminal law & no punishment without law	No
Article 8 – Right to respect for private & family life, home and correspondence	Yes
Article 9 – Right to freedom of thought, conscience & religion	No
Article 10 – Right to freedom of expression	No
Article 11 – Right to freedom of assembly & association	No
Article 12 – Right to marry & found a family	No
Article 14 – Prohibition of discrimination in the enjoyment of the convention rights	No
1 st protocol Article 1 – Right to a peaceful enjoyment of possessions & protection of property	No
1 st protocol Article 2 – Right of access to education	No

*If you have answered no to all of the above, please move on to **Question 6** on monitoring*

5.2 If you have answered yes to any of the Articles in 5.1, does the policy or decision interfere with any of these rights? If so, what is the interference and who does it impact upon?

List the Article Number	Interfered with? Yes/No	What is the interference and who does it impact upon?	Is it legal? Yes/No
8	Yes	Staff impact The Appraisal process may have constraints on confidentiality e.g. if personal information on private & family life, home and correspondence is disclosed or impacts	Yes

List the Article Number	Interfered with? Yes/No	What is the interference and who does it impact upon?	Is it legal? Yes/No
		<p>the appraisal process.</p> <p>Strict confidentiality relating to personal equality data which requires consideration for wider sharing will be discussed with the staff member and advice sought from RQIA's SIRO and Personal Data Guardian (PDG)</p> <p>There may be a legal justification or it is considered in the public interest, to prevent serious harm, injury or damage.</p> <p>Appraisal records may require to be shared with others e.g., where there are grievances or disciplinary proceedings, without the consent of the parties involved.</p>	

** It is important to speak to your line manager on this and if necessary seek legal opinion to clarify this*

5.3 Outline any actions which could be taken to promote or raise awareness of human rights or to ensure compliance with the legislation in relation to the policy or decision.

All staff attend Human Rights Training, most recently updated in 2023. Human Rights Guidance for RQIA staff developed and shared in February 2026.

(6) MONITORING

6.1 What data will you collect in the future in order to monitor the effect of the policy or decision on any of the categories (for equality of opportunity and good relations, disability duties and human rights?)

Equality & Good Relations	Disability Duties	Human Rights
RQIA will commit to encouraging all staff to complete equality monitoring data on an ongoing basis.	RQIA will commit to encouraging the completion of equality monitoring data on an ongoing basis.	RQIA will commit to encouraging the completion of equality monitoring data on an ongoing basis.

Approved Lead Officer: Amanda Jackson

Position: Assistant Director Adult Care Services

Date: 04.02.2026

Policy/Decision Screened by: _____

Please note that having completed the screening you are required by statute to publish the completed screening template, as per your organisation's equality scheme. If a consultee, including the Equality Commission, raises a concern about a screening decision based on supporting evidence, you will need to review the screening decision.

Please forward completed template to:

Equality.Unit@hscni.net

Any request for the document in another format or language will be considered. Please contact the Equality Unit:

Equality Unit equality.unit@hscni.net

Implementation Plan

RQIA Policy Implementation Plan	
Policy Name	PCS Appraisal Policy
Policy Type	Organisational Policy
Responsible Policy Officer	Amanda Jackson
1. Stakeholder Engagement	
Internal Stakeholders <i>Who inside RQIA needs to be directly consulted with during implementation?</i>	All Staff
External Stakeholders <i>Who outside RQIA needs to be directly consulted with during implementation?</i>	N/A
Engagement Strategy <i>How will you engage with all stakeholders?</i>	Awareness Sessions throughout January 2026 and February 2026 RQIA Staff Meeting Organisational wide communication launch
2. Resources	
Human Resource <i>How much time will be needed to implement this policy?</i>	3-6 months (this includes a 'check-in' with teams/directorates following Appraisal setting meetings)
Technology and Tools <i>Are there any system updates required?</i>	The process will be completed in electronic format
3. Risk Management	
Risk Register <i>Are there any implications to the Principal Risk Document or Directorate Risk Registers?</i>	N/A
4. Monitoring and Evaluation	
Key Performance Indicators <i>Is there any impact on current KPIs? Are there any new KPIs and how will they be monitored?</i>	N/A
Review Schedule <i>How often will implementation be reviewed?</i>	A review will be carried out 6 months following implementation and as dictated in the interim based on staff feedback

5. Communication Plan	
Communication <i>Who needs to be informed about this policy? Consider internal teams and external stakeholders</i>	All staff via organisational wide communication
Communication Channels <i>How will the policy be communicated to staff?</i>	Awareness Sessions throughout January 2026 and February 2026 RQIA Staff Meeting Organisational wide communication launch
Does this policy require upload to the RQIA Website?	No
6. Training Plan	
Training Strategy <i>Who needs training, how and when?</i>	All staff will require to attend an awareness session Further training for staff who carry out appraisals, to be considered during review and training week
Materials <i>Are there any training materials to be developed? If so, what?</i>	Presentation development for the awareness sessions
7. Sustainability and Continuous Improvement	
Feedback from Staff <i>Is there a mechanism for ongoing feedback from staff about the policy?</i>	Yes, through the 6 month review following implementation of P&P