

Healthwatch Cambridgeshire and Peterborough:

Personal Development and Performance Management Policy and Appraisal Process

Introduction

Managing and supporting employees' development is a continuous process. It involves making sure that the performance of employees contributes to the goals of Healthwatch Cambridgeshire and Peterborough. Good performance management will help everyone know:

- What we are seeking to achieve
- Their role in achieving our goals
- The skills and competences they need to fulfil their role
- The standards of performance required
- How they can develop their performance and contribute to the development of Healthwatch Cambridgeshire and Peterborough
- How they are doing
- If there are performance problems and how we can work together to resolve them.

Why personal development is important

Individuals bring skills and competencies to a job when they are recruited. These need to be continually developed and renewed if employees are consistently going to meet their short and long-term objectives and those of Healthwatch Cambridgeshire and Peterborough. Employees' development needs may become apparent in a number of ways including:

- Through the appraisal review
- Through supervision
- To meet new or changed objectives
- To develop their career aspirations
- To help improve the performance of the organisation.

The importance of regular feedback

A performance management system will help managers regularly review performance and identify and discuss problems early on. In most cases action can be agreed between the manager and employee to share and remedy any problems at the earliest opportunity. Reviewing performance typically has three elements:

- Regular supervision meetings where line managers discuss current work and development. They offer feedback to recognise achievement and to encourage progress and identify any possible problems.
- The annual appraisal review where the work of the year is discussed and feedback is shared.
- Formal interim reviews where employees sit down with their line managers to discuss progress against their performance plan. This is an opportunity for the line manager to celebrate achievements and offer constructive feedback where more needs to be done. There should be at least one interim review per year.

Reflective learning

As a learning organisation Healthwatch Cambridgeshire and Peterborough encourages employees to regularly reflect upon their performance and identify learning points. Various tools can be used for this. The reflective model is based upon three simple questions; what went well/not so well? Why might that be? What can I do differently in future? Reflection on performance should be considered in ongoing supervision and collated in the appraisal.

Managing under-performance

Having that difficult conversation, regular reviews and support will help minimise under-performance. Nevertheless there may be occasions when, despite adequate support, an employee's performance consistently fails to reach the required standard. Where this is the case managers must not duck the issue. Line managers must be prepared and ready to have difficult conversations with their team.

To support these conversations managers are required to set clear targets for improvement and track progress against these targets on a regular basis. Managers will also seek to understand reasonable factors contributing to under-performance and help employees address these, wherever possible. The need for training and/or external support, such as Access to Work, should always be considered.

All new staff are required to meet clear standards as part of their probationary period. If these standards are not met managers are able to extend the probationary period. Any decision to extend must be discussed with the CEO. The reasons for the extension will be clearly explained to employees and an action plan agreed.

Where informal approaches fail a manager may decide to take more formal action which could eventually result in dismissal if employees fail to make the necessary improvement. Where this is the case Healthwatch Cambridgeshire and Peterborough's disciplinary procedure will always be followed.

Guidelines for Annual Reviews

Preparing for the meeting

Both parties should prepare for the meeting beforehand if a successful outcome is to be delivered and consider the following points:

- How well the individual has performed since the last meeting.
- To what extent any agreed development plans from the last meeting have been implemented.
- Feedback to be given at the meeting and the evidence to support it.
- The factors that have affected performance both those within and outside the individual's control.
- Possible actions that can be taken by both parties to develop or improve performance.
- Possible directions the individual's career might take.
- Possible objectives for the next review period.

Prior to the meeting employee should make outline notes using the Employee Appraisal Form, attached to this policy, which can be used as a basis for discussion.

The Appraisal Review

The annual review is not the place to raise serious issues of under-performance for the first time, regular supervision meetings and interim reviews will ensure that employees have a fair idea of how the year has gone.

The review will generally be carried out between the employee being appraised and their line manager. At the review meeting the line manager will explain that the purpose of the meeting is to review the employee's performance and development against their previous review or plan and discuss:

- What they have achieved during the review period, with examples and evidence.
- Any examples of objectives not achieved with explanations.
- What they most enjoy about the job and how they might want to develop the role.
- Any aspect of the work in which improvement is required and how this might be achieved.
- Whether the Job Description is still relevant, if not, how it needs to be changed.
- Their progress in meeting their development plan.

It is important to encourage employees to discuss their development needs openly and to encourage them to suggest ways in which they can improve. Managers should try to get employees to suggest their own solutions through discussion. Following the review of performance it is time to discuss plans for the coming year including:

- What level of support and guidance they require from their manager.
- Their aspirations for the future both in the current role and in possible future roles.

- Objectives for the next review period.

All of these points will be recorded on the Employee Review Form and signed by both the employee and the manager. If there are disagreements the manager should explain how the employee can appeal against his or her appraisal review.

Managers and employees should be discussing wellbeing throughout the year at regular supervision meetings. See the Healthwatch Cambridgeshire and Peterborough health and wellbeing policy. The annual review is an opportunity to reflect on wellbeing over the past year and discuss support and opportunities for improvement.

A good and constructive appraisal meeting is one in which:

- Employees do most of the talking
- Managers listen actively to what they say
- There is scope for reflection and analysis
- The whole period is reviewed and not just recent or isolated events
- Achievement is recognised and reinforced
- Ends positively with agreed action plans.

A bad appraisal meeting:

- Focuses on a catalogue of failures and omissions
- Is controlled by the manager
- Ends with disagreement between manager and employee.

Personal development

Healthwatch Cambridgeshire and Peterborough understands the benefits of supporting employees to aspire to new challenges and acquire new skills and knowledge. The skills that employees bring with them need to be continually developed and renewed for both the employee and the organisation to meet their short and long-term objectives.

Employees' development needs may become apparent in a number of ways including:

- Through discussion at a performance review
- Through supervision
- To meet new or changed objectives
- To develop their career aspirations
- To help improve the performance of the organisation

The annual appraisal review is an opportunity for the employee to discuss and identify ways in which they wish to develop their skills and knowledge. The Employee Appraisal Form should be used to record training and development undertaken in the previous year and the development needs for the coming year. These are then reviewed on a regular basis with managers. It is helpful for managers and employees to discuss the knowledge and skills gained.

Wherever possible Healthwatch Cambridgeshire and Peterborough will endeavor to provide suitable development opportunities and recognise that there are many ways to help employees develop. These may include:

- Formal training courses
- Further education
- Special projects
- Online learning
- Coaching and Mentoring
- Shadowing
- Attachments to other organisations

A summary of the agreed training and development needs and aspirations of the employee will be recorded on the Review Form, as attached. The employee will be responsible for maintaining a detailed record.

Healthwatch Cambridgeshire and Peterborough will maintain a catalogue of training opportunities and a record of training undertaken by all employees.

Approved by Healthwatch Cambridgeshire and Peterborough Board of Directors

Date: January 2022

Responsible Officer

Chief Executive Officer of Healthwatch Cambridgeshire and Peterborough

EMPLOYEE REVIEW FORM

Preparing for the meeting

Both parties should prepare for the meeting beforehand if a successful outcome is to be delivered and consider the following points:

- How well the individual has performed since the last meeting.
- To what extent any agreed development plans from the last meeting have been implemented.
- Feedback to be given at the meeting and the evidence that will be used to support it.
- The factors that have affected performance both those within and outside the individual's control.
- Possible actions that can be taken by both parties to develop or improve performance.
- Possible directions the individual's career might take.
- Possible objectives for the next review period.

Name

Job Title

Length of time in post

Period under review

1) What has gone well in the past year and what have you achieved?

2) What has not gone so well in the past year and presented challenges?

3) How did you overcome the challenges and/or what could be done in the future to overcome challenges?

4) Training, development and education

a) Undertaken during review period

b) Planned for the coming period

5) Does the Job Profile still accurately reflect the role? If not include plan for review.

6) Objectives and Plans for the coming period

Comments of Appraiser

Signed

Dated

Comments of Appraisee

Signed

Dated

DRAFT