

Staff Performance and Training Reviews Policy

Reviewed: Mar 20
Next Review: 2023



ROSEHILL HOUSING CO-OPERATIVE LIMITED
250 Peat Road, Glasgow, G53 6SA

1. Introduction and Purpose

1.1 We recognise that our staff are crucial to the successful delivery of our Vision and objectives. It is important that we have an effective framework in place to manage, support and appraise our staff. This policy sets out our framework for appraising our staff.

1.2 The purpose of the Performance and Training Review process is:

- to ensure that we have the right skills in the right place at the right time and to the required capacity to meet our strategic objectives and deliver services to agreed standards
- to develop and support all staff to do their job well, in line with our policies and procedures, for the benefit of our tenants and other customers
- to ensure that staff are aware of the importance of their job and how their efforts fit with our strategic objectives
- to maximise the capacity, resilience and flexibility of our staff and resources
- to develop and retain professional skills through meeting identified training needs and further study where possible
- to recognise good performance and to provide support and guidance where performance could be improved

1.3 The advantages of a good appraisal system are that it will:

- help to assess staff against defined objectives;
- provide a platform for constructive feedback and to recognise good work by staff;
- allow us to define medium and long term objectives for our employees.

1.4 It also offers the opportunity to:

- address any problems;
- discuss apparent weaknesses;
- find solutions, such as offering training;
- identify better ways to carry out tasks;
- clarify a staff member's job function and role in the team;
- identify training needs/support needs;

- provide future direction to the job through the identification of objectives;
- build a good relationship between the staff member and manager;
- provide an opportunity for staff to contribute to Rosehill's development.

2. Our Values

2.1 The delivery of our Vision and Strategic Objectives is underpinned by our Core Values:

We will

- Invest and Support

We will be

- Engaged and Responsive
- Accountable and Compliant
- Fair and Approachable
- Efficient and Responsible
- Excellent and Committed

2.2 The existence and implementation of the Staff Performance and Training Review Policy is a good example of our Values in practice with particular reference to investing and supporting and being engaged and responsive and, fair and approachable.

3. Other Relevant Policies

3.1 This Policy is linked with the following policies/documents:

Learning and Development Policy

4 Principles

4.1 We apply the following principles to ensure our Performance and Training Review (PTR) system is meaningful, effective and mutually beneficial to staff and Managers.

4.2 It is recognised that best results will be achieved if this process is conducted in an atmosphere of mutual respect.

- 4.3 The PTRs will assess the overall achievements rather than day to day details. This will be for a period of no longer than the previous year, and will include a mid-year review.
- 4.4 The aim of the PTR process is to achieve mutual assessment and agreement on the staff member's development objectives and needs.
- 4.5 Staff members and managers should be made aware of all issues for discussion prior to the formal PTR interview. There should be no element of surprise.
- 4.6 Committee members, managers and staff involved in appraising staff in the PTR system will be offered appropriate training.
- 4.7 The objective of the PTR process is to achieve a mutual assessment of performance and a mutual agreement on the way forward. There may be times when the expected outcomes of the appraising manager and the post holder are at variance. This will not often be the case.
 - 4.7.1 The success of the PTR interview will be influenced by the post holder's relationship with the manager at the time, as well as by other events and conditions in Rosehill. This must be recognised by both parties to the interview and their expectations should realistically reflect this.
 - 4.7.2 A thorough understanding of, and training in the interview process, is likely to minimise further such disagreement. The onus is on the reviewing manager to resolve disagreements.
- 4.8 Managers should not view the PTR process as a mechanism for admonishing or financially rewarding particular staff. It must be clearly understood that appraisal procedure is not salary based i.e. poor performers cannot have their salaries reduced or frozen by this procedure, nor can high performers have their salaries increased.
- 4.9 The PTR form and interview will look at the job from an overall perspective, and in line with business plan objectives and work plan objectives, rather than day to day details.

5. Performance and Training Reviews

- 5.1 The PTR process forms part of our approach to performance management. Central to this is our business plan which is produced through a series of discussions, business planning events and consultation. Those involved include: our Management Committee, Management Team, Staff Team, tenants and other key stakeholders.

- 5.2 Our business plan sets out our strategic objectives, our vision and values, how we will achieve our objectives, what success will look like and sets targets, timescales and deadlines to be achieved. Each member of staff has an individual work plan, which cascades from our business plan, setting out specific tasks and targets to be achieved all in line with our business plan objectives.
- 5.3 Staff are responsible for drawing up their own work plans taking account of the following:
 - Their team's Section Operational Plan (including Operational/ARC targets)
 - Line Manager's or immediate supervisor's Work Plan
- 5.4 Staff's work plans are signed off by the relevant Line Managers and in the case of the Director the plan is signed off by the Chair and/or Vice Chair.
- 5.5 The outcomes from these work plans form the focus for the PTRs, which are carried out twice a year; at the mid-year point and then at the year-end. Staff's PTRs are carried out by the relevant Line Manager and in the case of the Director, are carried out by the Chair and/or Vice Chair.
- 5.6 The procedures for implementing the PTR system are attached at Appendix 1.
- 5.7 It is intended that the procedures and the PTR form (Appendix 2) can be reviewed independently of the Policy. This is to assist with being responsive to feedback from staff following their experience of the PTR process.
6. Confidentiality and Data Protection
 - 6.1 A completed PTR form is a confidential document. Therefore, the forms will be kept securely and only the employee, employee's Line Manager and Director will have access. Copies of completed forms will be stored in each member of staff's on line personnel folder. Forms will be destroyed one year after an employee leaves Rosehill's employment.
 - 6.2 Section 8 provides a summary of our Privacy Policy.
7. Reports
 - 7.1 The Director will present reports to the Staffing and Health & Safety Sub-Committee, for its consideration, on staff PTRs carried out in respect of all

staff. The report will be limited to general conclusions which ensure that the action plans from the PTRs are incorporated in Training Plans and work plans where appropriate. The report will also provide the Sub-Committee with sufficient information to meet their responsibilities to monitor and evaluate the effectiveness of this Policy.

7.2 It is understood that neither the Management Committee nor the Staffing and Health & Safety Sub-Committee will have access to individual staff PTR documentation.

7.3 The Chair will provide the Management Committee with a report on the outcome of the Director's PTR on the same basis as set out in para 5.1. The Director's PTR documentation can only be viewed by the Chair and Vice Chair.

8. Data Protection

8.1 On the 25th May 2018 the legislation governing data protection changed with the introduction of the General Data Protection Regulation (GDPR).

8.2 We hold a variety of Personal Data relating to individuals including tenants, waiting list applicants, factored owners, other service users, employees and Committee Members. Our Privacy Policy sets out the basis on which we can process and share such data with third parties, it also sets out how we will securely store individuals' data, whether electronically or in paper format. It also provides information on individuals' rights under GDPR including: to view personal data held about them by us; to request a restriction of processing of their data; the right to be forgotten and a right to object to us processing their data. In terms of the rights to be forgotten and to restrict or object to processing of Personal Data, any such requests will require to be considered on their own merits and legal advice will need to be obtained in some circumstances. We have the responsibility for accepting or refusing such requests and will do so in writing.

8.3 Under GDPR we are required to provide all staff whose Personal Data we hold with a Fair Processing Notice (also known as a Privacy Notice). The Notice sets out the Personal Data we process and the basis for doing so.

8.4 We will only keep and process Personal Data for the original purpose we gathered it for and we will not keep it for any longer than necessary. Attached to our Privacy Policy is a table of Retention Periods for Personal Data held and processed by us. We recognise that not all Personal Data can be processed and kept for the same period of time,

and this will vary depending on the individual circumstances of each person whose Personal Data we hold.

8.5 The Privacy Policy sets out what should happen in the event of a Data breach e.g. does the breach require reporting to the Information Commissioner's Office and whether the individual affected should be notified. Timescales are set out for dealing with data breaches.

8.6 The full version of the Privacy Policy is available to our staff in the [Central Library](#) or can be accessed from our website www.rosehillhousing.co.uk

9. Equality and Diversity

9.1 We are committed to ensuring equal opportunities and fair treatment for all people in our work. In implementing this Policy, we will provide a fair and equal service to all people, irrespective of factors such as gender, race, disability age, sexual orientation, language or social origin, or other personal attributes.

10. Risk Management

10.1 In all key areas of our business we need to consider any risks which may arise. To this end we have in place a robust Risk Management Policy and from this flows our Risk Register. We have identified our material risks which are regularly monitored by our Management Team and Audit Sub-Committee.

10.2 Various risks can arise from not having an effective appraisal system of staff in place including: staff's contributions and work not being recognised, inadequate training identified, issues not being identified and appropriate solutions agreed. These can all lead to low morale and demotivated staff which in turn can have a negative impact on performance and service provision. Having this Policy in place and ensuring its effective implementation which includes operating a process which is responsive to the needs and views of staff should mitigate the likelihood of the aforementioned risks arising.

11. Review of Policy

11.1 Subject to any material changes in our practice, good practice guidance or current thinking this Policy will be reviewed as follows:

Review Cycle	Next Review Date
3 yearly	March 2023

Procedures for Staff Performance and Training Reviews (PTRs)

1. Preparing for PTR Interview

- 1.1 Staff will be given sufficient time during working hours to prepare for the interview and should understand the framework and objectives of the PTR process. Consideration should be given to an informal pre-interview meeting with the staff member to identify the issues to be raised at the PTR interview, if this is deemed necessary. Managers and staff should have regular discussions on work, their contribution and its relationship to Rosehill's objectives throughout the year.
- 1.2 Staff need to take account of their work plans and training plans and, if necessary, their last PTR when completing the PTR form.

2. Timescales

- 2.1 Line Managers are required to issue this procedure and the PTR form (attached) to staff members at least two weeks before the PTR is scheduled to take place.
- 2.2 Staff must complete the form and return it to their Line Manager three working days before the PTR interview takes place.
- 2.3 As standard, mid-year PTRs must be carried out in April each and no later than the end of April. The year-end PTRs must be carried out in October and no later than the end of October.

3. Who Appraises Who

- 3.1 All staff will participate in the PTR process. The person carrying out the PTR must have direct influence over the staff member's future and be capable of implementing most recommendations arising from the PTR. In practice this will be the formal Line Managers.

Appraiser	→	Appraisee
Chair and/or Vice Chair	→	Director
Director	→	All Managers and Customer Services Team
Finance Manager	→	Members of Finance Team

Housing Services Manager	→	Members of Housing Services Team
Technical Services Manager	→	Members of Technical Services Team

4. Arrangements for Interview

- 4.1 A period of 45 – 60 minutes should be allocated for each PTR interview. The interview should take place in a private room where no one can over hear discussions.

5. Post Interview Arrangements

- 5.1 Once the PTR interview is complete the Manager will complete the summary/recommendations part of the form covering agreed objectives, any training and development needs identified, with agreed timescales for implementation. The PTR form will then be passed to the staff member within one week of the interview taking place. The staff member will have an opportunity to comment further before signing and returning the form within one week of receiving it. The completed and signed form will be scanned and saved into the staff member's personnel file. The Manager will confirm to the staff member that the form is in their personnel file. After which the Manager will arrange for all paper and emailed versions of the PTR form to be destroyed.

6. Follow Up

- 6.1 In terms of any required actions and timescales agreed at the PTR interview, Managers must regularly monitor the implementation of any actions to ensure they are being achieved.
- 6.2 At the next PTR interview, the completion and outcomes of any “action plans” will be reviewed as part of the overall PTR process.