



Policy Name	Staff performance Improvement and Training Review
Policy Category	Governance/Staffing
Policy Number	S20
Date to Committee	October 2021
Previous Review	February 2018
Next Review Date	October 2023
Linked Policies	Equalities and Diversity Policy Conditions of Employment
Consultation	Staff, Committee

This document will be made available in different languages and formats on request, including Braille and audio formats.

1.0 PURPOSE & AIMS

1.1 Knowes Housing Association Limited will maximise the performance of staff through a system of mentoring / coaching, self-directed teams and performance review on an ongoing basis.

1.2 The system has the following aims

- To set realistic and achievable goals for each team, each member of staff and the Association
- To identify current achievements and establish ways to improve performance
- To promote good relationships between line managers and staff
- To promote the development of the individual and the Association
- To ensure the Association's core values are being adhered to in all areas of our work

2.0 RISK ASSESSMENT

This policy is in place to minimise the following risks:

- Staff carrying out work which is not in line with the Association's objectives
- Failure of staff in meeting targets and objectives
- Failure to identify poor performance
- Failure to provide necessary training
- Staff unaware of departmental and personal objectives
- Good performance not noted

3.0 EQUALITIES STATEMENT

Through this policy, no member of staff will be discriminated against on grounds of sex or marital status, on racial grounds, or on grounds of disability, age, sexual orientation, language or social origin, or of other personal attributes, including beliefs or opinions, such as religious beliefs or political opinions

4.0 PRINCIPLES

- 4.1 The staff performance improvement process recognises the shortcomings of rigid annual / bi-annual performance appraisal systems.
- 4.2 Staff appraisal systems have failed for a number of reasons, and the performance improvement process is designed to address these failures:
 - Around 80% of people nationally who undergo appraisals find them of limited benefit
 - Feedback is only effective if it is timely
 - Feedback is often unwelcome, be it positive or negative feedback
 - The appraisal system is supposed to motivate people, however it is traditionally only carried out once or twice a year
 - A lot of time is spent filling out forms which are stored in locked files
 - Appraisal systems focus on individuals and not team performance
 - Every member of a team is responsible for the team performance
- 4.3 The staff performance improvement process will be based on a move from formal rigid appraisal to staff coaching, self-directed teamwork, teams setting their own goals, self-analysis and setting problem solving projects for teams.
- 4.4 Staff training and development will be discussed at team meetings, an annual training plan will be put in place. Staff who wish to discuss training on a one to one basis with their manager can arrange a meeting to do so.

- 4.5 The Chief Executive and Committee will undergo a different process from the rest of the staff team in order to meet regulatory requirements.
- 4.6 A move from the formal appraisal process to an ongoing dialogue and self-directed teamwork is intended to:
- Create greater employee responsibility and accountability
 - Create a greater sense of accomplishment and satisfaction
 - Provide greater freedom of team innovation
 - Greater ownership of project results
 - Allows for more responsive feedback

5.0 PROCEDURES

- 5.1 The process will be driven by the senior staff, and relies on senior staff driving a change in culture. Senior staff will undergo training to ensure they are competent coaches. The culture change will involve a move towards self-directed teams which will evaluate their own performance, set targets, set out improvement plans and report on progress.
- 5.2 Senior staff will meet annually, and staff and committee every second year to assess the environment, challenges ahead, review risks and discuss our strategies and objectives. The Committee will approve the Association's strategy and objectives annually, and these will be used by the teams when setting departmental objectives as well as individual objectives. Departmental objectives will be agreed with the sub committees.
- 5.3 Following the Chief Executive's PDR with Committee each year, the Chief Executive will meet with each member of the management team and senior staff to agree the objectives and training requirements for the year ahead. (Appendix 1). The management team will then meet with teams to discuss targets and objectives and training.
- 5.4 Teams will regularly review progress in relation to team goals. Teams will be challenged with arriving at solutions to problems and agreeing improvement plans. Teams will meet with their managers on a weekly / fortnightly basis to discuss progress. Management team will meet monthly and staff meetings will take place around every 6 weeks. In order to meet individual needs, managers will adopt appropriate performance monitoring systems with their teams / individuals and keep records as appropriate. Performance reports will be submitted to Committee / Management Team in accordance with our Strategic Performance Management Plan.
- 5.5 To be effective, staff and teams need to be able to be critically reflective, in other words people need to change their attitude towards process and problem reviews so as not to be defensive when discussing what went wrong, and to look at, not what we did, but what can we learn from the process.

- 5.6 Within teams, every member of the team is accountable in terms of achieving the team objectives. Teams will require coaching and training in order to embrace the ethos of self-directed teamwork. Teams will record details of improvement plans and progress in working towards their goals, these will be discussed with team managers.
- 5.7 The Association's performance in relation to KPIs will be reported in the normal way, through reports to Management Team and Committee.

6.0 EVALUATION

- 6.1 The transition from the formal PDR process to self-directed teams will be assessed through staff surveys, liP interventions and a review of staff behaviours and attitudes. The process will also be regularly discussed at Management Meetings and Staff meetings.
- 6.2 To be effective the team members require to be able to carry out the jobs of other members of the team. This will require training where necessary.
- 6.3 The approach in place has been successfully operational for over 3 years, however there is a need to ensure that regular team and one to one meetings take place and that performance is monitored and managed. The successful change from bi-annual PDRs to the current approach will require ongoing monitoring and if necessary changes to the current approach may be required.

7.0 REPORTING

The Employment And General Purposes Sub-Committee will receive regular reports regarding progress.

Appendix 1

TARGETS/OBJECTIVES & ACTION PLAN FOR NEXT YEAR

(This form will be completed at interview during discussion)

Staff member _____

Job Title _____

Date of Interview _____

Target/Objective	Agreed Action	Responsible Person	Priority & Timescale	Outcomes

PART B– TRAINING & DEVELOPMENT

(This form will be completed prior to the interview)

This allows you to consider how well your training over the last 12 months has helped you understand and integrate Knowes' Core Values and meet your targets and objectives.

Training Course Attended	Comments on effectiveness of training / support / further education delivered

NEXT 12 MONTHS

(This form will be completed at interview during discussion)

Training Need to meet current job requirements (brief description – skill need/gap)	Outcomes Required (why training is needed and what needs to be achieved)	Priority (how quickly is this needed)	How/What/Action/Cost (include agreed learning style for each)
Training Need to meet Longer term organisational objectives (brief description – skill need/gap)	Outcomes Required (why training is needed and what needs to be achieved)	Priority (how quickly is this needed)	How/What/Action/Cost (include agreed learning style for each)