



Values Based Performance Appraisal and Development Policy

Approved by: Executive Team

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Version 1



Dear Colleague,

Transforming the Workforce for a Healthier Wales

This is an exciting and challenging time to be working at Health, Education and Improvement Wales (HEIW), particularly as a new organisation with a national scope across NHS Wales. Our vision, ***“Transforming the workforce for a healthier Wales”***, has been developed through engagement with employees, stakeholders and partners.

We are clear that there are many exciting opportunities for us to add value to the Health and Social Care system. This will require close partnership working with our NHS colleagues and Social Care Wales. This will also include the development of effective networks with a range of other stakeholders including Welsh Government policy leads, professional organisations, academic providers, and regulators.

This new values based performance appraisal will determine personal and team objectives. It will encourage honest and constructive feedback in an environment where productive, two-way discussions between line managers and employees become second nature. Learning and Development is a core feature of this new scheme. We will continue to develop our leaders and managers so that they undertake those roles with consistency and competence allowing employees to have a clear line of sight to our Annual Plan.

I am hugely proud of all HEIW employees and I am continually impressed by the commitment to Health and Social Care in Wales. It is my desire therefore, that this scheme recognises our potential, our aspirations and our ability to grow. Our ambition referred to in the opening paragraph will be realised through an innovative and responsive workforce who’s annual and mid-year reviews will be key to their personal and professional development.

I therefore ask all employees to fully embrace this new process, to make it work for you and to challenge yourselves in terms of what you can achieve. In that way, we will make massive strides, and the impact of Health Education and Improvement Wales will be truly exceptional making a fundamental difference to the health and wellbeing of all residents in Wales.

Best wishes,

A handwritten signature in black ink that reads "Alex Howells". The signature is written in a cursive, flowing style.

Alex Howells
Chief Executive of HEIW

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1. Purpose

This Policy details HEIW's Values Based Performance Appraisal and Development system. It enables managers and employees to participate in and deliver a meaningful performance appraisal process and creates an environment for success.

This policy ensures that:

- employee performance is reviewed against previous objectives ;
- succession planning for critical posts are identified and developed ;
- employee performance is assessed against HEIW's values and behaviours ;
- work related objectives are agreed for the following year and are linked to HEIW objectives ;
- regular one to one and talent conversations take place, enabling employees to discuss their future career aspirations and potential development opportunities are identified ;
- employees and line managers are given details of opportunities that are available, to ensure they are developed in a way that brings job satisfaction, but also supports HEIW in meeting its objectives.

2. Scope

This policy will apply to all employees of HEIW. The lead responsibility for performance management and development sits with line managers, who will be supported by members of the People team as appropriate. HEIW is committed to promoting and supporting the health and wellbeing of all workers and employees. Colleagues with a line management responsibility should actively support a positive approach to employee health and wellbeing, ensuring this is discussed as part of the appraisal as well as ongoing discussions. For further information please see the appendices section at the end of this policy.

3. Principles

This policy covers six key principles:

- 3.1 Principle 1 - Values and Behaviours** – HEIW is committed to engaging all workers in a dialogue about how they display the HEIW values and behaviours in what they do. With a total of 23 behaviours, it is possible to apply them differently depending on the project. This allows for reflection and learning.
- 3.2 Principle 2 - Fundamental Right** - All employees have a fundamental right to come to work and:
- Understand what is expected of them ;
 - Understand where they need to improve and develop ;
 - Understand how they are performing against those expectations.
- 3.3 Principle 3 - Shared Responsibility** - Both employees and line managers share responsibility for ensuring performance appraisal and personal development takes place and is part of everyday practice.
- 3.4 Principle 4 – Meaningful Process** – This is a meaningful process. Education and Improvement is at the heart of what we do. It is so much more than a 'tick box' exercise. It is part of our culture and way of working.
- 3.5 Principle 5 – Meaningful Objectives**
- Objectives set must be:
- In line with the departments objectives ;

- Relevant to the HEIW's overall objectives ;
- With employees members' development in mind.

3.6 Principle 6 – Continuous Development – Continuous Development and Improvement is an important aspect of our culture. As a result :

- One to ones with employees are essential ;
- Talent should be spotted and encouraged for those who want to progress ;
- On-going feedback must be provided on all issues (*both positive and requiring improvement*).

4. Definitions

- 4.1 Performance Appraisal** - Meeting to discuss achievement of objectives for the previous year and demonstration of values and behaviours, career aspirations of the employee and the development required to achieve the required objectives and aspirations.
- 4.2 Appraisee** - An employee participating in the performance appraisal process who's performance and development is being assessed.
- 4.3 Appraiser** - An employee participating in the performance appraisal process that is assessing performance and facilitating development. This may or may not be the appraisee's line manager.
- 4.4 Objectives** - A specific result that a person or team aims to achieve within a time frame and with available resources.
- 4.5 Talent Conversation** - A conversation held with employees regarding their aspirations, ability and potential for future career development.
- 4.6 Talent Management** - The process of recruiting, identifying, nurturing, developing and retaining employees with critical skills or areas of talent within HEIW. There are tools available to support line managers in having career conversations and secondment / outplacement opportunities.
- 4.7 Successors / Succession Planning**- Identification of critical posts within HEIW and developing identified members of the workforce to fill these posts in the future through a systematic evaluation and training process.
- 4.8 Personal Development Plan (PDP)** - An action plan based on reflection and goal setting for personal development and aspirations that support the successful achievement of objectives. These should also include objectives relating to Health and Wellbeing, and Welsh Language where applicable.
- 4.9 Values Based 360 degree feedback exercise** - An annual exercise to review the employee's behaviour measured against HEIW's values and behavioural framework.
- 4.10 Performance Assessment Outcome** - The procedure does not include a formal scored assessment. Line managers however are still required to ensure that the levels of performance within the team are satisfactory. Line managers should also be mindful to highlight any potential concerns of underperformance at an early opportunity, using the capability policy where required. As part of our commitment to continuing professional development (*CPD*), the outcomes of this appraisal process will be cross referenced with the outcomes of the staff survey (*i.e. levels of morale and motivation*), and metrics (*i.e. staff sickness and employee turnover levels*). Line managers are encouraged to contact the People team should they have any potential concerns or questions.

5. Duties and Responsibilities

5.1 The Employee (Appraisee)

Employees are responsible for :

- *participating in the annual 360 degree feedback exercise ;*
- *agreeing a Personal Development Plan (PDP) with their appraiser ;*
- *to own and take responsibility for their own learning and development ;*
- *self-assessment of their achievements and progress against objectives from the previous year ;*
- *discussing development achievements, progress and needs at Performance Appraisal meetings and one to ones throughout the year with their appraiser ;*
- *being open to discussion about their own health and wellbeing, aligned with the wellness action development plan ;*
- *maintaining and providing evidence of learning at Performance Appraisals ensuring all required essential training is completed ;*
- *attending and completing all required elements of study days, courses and development opportunities to achieve their Personal Development Plan (PDP) ;*
- *to consider all learning and development interventions, including electronic learning, books, webinars, TED talks, coaching and mentoring as appropriate.*

5.2 Line Manager (Appraiser)

Line managers are responsible for:

- participating in the annual 360 degree feedback exercise ;
- ensuring that succession plans are developed and are in place ;
- providing feedback results to direct reports of their 360 degree exercise ;
- ensuring meaningful objectives are set which support HEIW's overall objectives ;
- ensuring that all employees have equal access to learning and development opportunities ;
- updating feedback from the performance appraisal on the Electronic Employees Record (ESR) ;
- providing regular feedback on achievement and progress required to ensure that continuous development occurs ;
- ensuring that all employees have the opportunity to discuss their career aspirations and development requirements;
- people management, ensuring awareness to People processes and policies that may fall outside of this policy (*i.e. capability*), but may have an impact ;
- ensuring that all employees have a full Performance Appraisal annually, with monthly one to one meetings as a minimum to discuss performance and development ;
- providing all new employees have a full local induction within one month of commencing employment with HEIW, and initial objectives are set within the first 6 weeks of employment with the HEIW ;
- promoting the importance of health and wellbeing to all employees and ensuring this is discussed within the review, linking with the wellness plan as appropriate.
- collating information from personal development plans (PDPs), and using this to inform corporate learning plans. Consideration of any courses which include a cost implication, are subject to the completion and approval of a business case in accordance with the 'Access to Learning and Development Policy'.

5.3 **People Team**

The People team are responsible for:

- providing training to line managers and appraisers on the policy ;
- co-ordinating the annual 360 degree feedback exercise for all employees ;
- ensuring that all employees responsible for undertaking appraisals have received training ;
- ensuring that teams are aware of the health and wellbeing policy and its application during appraisal ;
- producing an annual learning bid for consideration by the Executive team, using information from individual personal development plans (PDP's) ;
- the development of action plans for the promotion of health and wellbeing at work as a means of improving the wellbeing and work performance of employees ;
- providing advice and guidance on the application of the scheme where necessary. However line managers and employees should refer in the first instance to this Policy and the guidance referred to herein.

5.4 **Senior Leadership Team**

The Senior Leadership team is responsible for:

- setting speciality and departmental objectives in support of HEIW's strategic aims ;
- applying the policy to all employees and reporting information on completion of the review process as required.

5.5 **Executive Team**

The Executive is responsible for setting the strategic direction within the organisation, developing HEIW's strategic aims and objectives and ensuring that these are cascaded to the Senior Leadership Team.

6. **Timing**

The appraisal year will run from 1st April to 31st March. The Values Based 360 degree feedback questionnaire will be sent to employees from the People team in March from completion. A timetable will be issued by the People team closer to the time.

7. **Setting objectives**

Objectives must:

- *have succession planning in mind (i.e. developing managerial capacity) ;*
- *be in line with SMART objectives (i.e. Specific, Measurable, Achievable, Relevant and Time – bound) ;*
- *have in mind organisational (HEIW) objectives, departmental objectives and personal development ;*

[A guidance note on how to set SMART objectives, can be found at appendix 1.](#)

8. **Protected time**

It is essential that all employees have a meaningful Performance Appraisal each year. Employees must be given adequate notice of their Performance appraisal with adequate time to prepare. Performance appraisal meetings must be meaningful and of a sufficient time period (*suggested minimum of one hour*), to ensure that a meaningful and constructive discussion takes place.

Line managers of all levels are required to allocate protected time so that the appraisal take place and are not cancelled or changed. This principle also applies to one to one discussions.

9. Regular one to one discussions

A one to one is a meeting between a manager and an employee, which should be used to:

- *Discuss any concerns, give feedback and support ;*
- *To discuss progress against personal development plan ;*
- *Review objectives set (progress, challenges, any adjustments that need to be made etc.).*

Guidance to conducting effective one to one meetings is contained at appendix 3 and 4. It is encouraged that all one to one meetings are documented. Line managers can use their own or alternatively can use the template as attached at appendix 5.

9.1 Occurrence of one to one discussions

It is recommended that one to one discussions should take place regularly, but must occur a minimum of once every month.

9.2 Importance of one to one discussions

Regular one to one discussions feed into the annual performance appraisal cycle which helps to ensure that the meetings are meaningful based on 'real' issues.

- One to one discussions are vital in giving employees and line managers an opportunity to discuss on-going development or concerns. It is recognised that at times of increased activity it is not always easy to conduct one to one's. At busy times line managers are encouraged to think creatively as to how they can conduct one to one's with employees (*for example team huddles, project / to-do lists, use of white boards*).
- One to one discussions are essential in keeping employees talking and communicating with one another. They keep employees and line managers 'on task' with objectives set and enhance the progression of development.

10. Talent and Succession Planning

10.1 Talent Management: All employees should have the opportunity to develop to their full potential and to engage in career conversations to help mitigate any potential people risks that are identified through workforce planning. The Performance Appraisal conversation is the natural place for this to occur, and should focus on exploring career aspirations, interest in future roles and where development opportunities may exist and able to be incorporated into the personal development plan.

10.2 Succession Planning: It is vital that consideration is given during the Performance Appraisal conversation of the employee's aspirations, and whether or not any development can take place to support succession and career planning.

11. End of year assessment

Each end of year assessment starts with a new form. The form (*for initial completion by the employee*), helps to set an agenda for the conversation with the line manager. This process requires a formal meeting every six months. April (*set objectives*), September (*to review previous six months*). The process also depends on regular one to one meetings to review progress



12. Values based 360 Feedback

All employees will be encouraged to participate in the 360 Degree Appraisal (*this will be compulsory for members of the Executive and Senior Leadership Team*). These will tend to take place during the last quarter (i.e. January to March). A planning meeting will take place at the start of the process between the employee and the manager to determine the list of participants. These must include the following:

- Line Manager ;
- Colleagues and Peers ;
- People who work for you (if applicable) ;
- External partner organisations (if applicable).

Employees will be asked to complete a self-assessment, regardless of whether they wish others to participate. The employee's own reflections will be used along with the line managers' reflections to assess employees against the organisational values. [The 360 degree appraisal documentation is attached at appendix 5](#). The 360 degree appraisal process will be coordinated by the People team. Participants will be given a period of 2 weeks to complete the appraisals which will be collated into a report.

13. Learning Requirements

All line managers are required to attend HEIW's Performance Appraisal training which can be booked via the People team.

14. Medical Appraisal Revalidation System (MARS)

We are committed to identifying and removing any duplication between systems and processes. Our preferred staff tool is the Electronic Staff Record (ESR) system. In addition, HEIW has responsibility for the Medical Appraisal Revalidation System (MARS) for general practitioners and dentists across Wales. As part of the design process, we have met with colleagues from the MARS team to remove any duplication. In addition, talks are ongoing regarding the possible development of a values based 360 process using MARS technology. At the same time, we will ensure that these processes align to the ESR system. More information will follow.

15. Casual Workers

Everyone at HEIW makes a strong contribution to the objectives of HEIW. As such, all casual workers are required to have tangible, clear and SMART objectives. These must be time relevant and aligned to what the individual is able to achieve during their time with HEIW. [A new one page version of the form has been designed \(Appendix 7\)](#).

16. Pay Progression

A new pay progression system will come into effect on 1 April 2019 for new starters, or those promoted to a new role on or after 1 April 2019. For all other staff who were in post before 1 April 2019, current organisational pay progression procedures will continue to apply until 1 March 2021, after which time they will also be subject to the new provisions. The new pay progression system is underpinned by the annual appraisal process. The expectation is that all staff will meet the required standards and therefore be able to progress on their pay step date.

In the new pay progression system (*NHS Terms and Conditions of Service contract refresh 2018*), staff will progress to the next pay step point on their pay step ate where the following can be demonstrated:

- i. The appraisal process has been completed within the last 12 months and outcomes are in line with organisational standards
- ii. There is no formal capability process in pace
- iii. There is no formal disciplinary sanction live on the staff member's record
- iv. Statutory and or mandatory training has been completed
- v. **For line managers only** – appraisals have been completed for all their staff as required.

17. Link to HEIW Values and Behaviours

A link to the values and behaviours, as agreed by HEIW staff is below.

<https://nhswales365.sharepoint.com/sites/heiw-intranet/SitePages/Values-and-Behaviours.aspx?web=1>

People Team (JA)

5th March 2019