



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth GIG
Prifysgol Felindre
Velindre University
NHS Trust

Ref: WF30

PERFORMANCE APPRAISAL AND DEVELOPMENT REVIEW POLICY

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| Executive Sponsor & Function | Executive Director of Organisational Development and Workforce |
| Document Author: | Head of Organisational Development |
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1. **Policy Statement**

- 1.1 Velindre NHS Trust is committed to the performance management and continuous development of its employees in order to meet service needs and organisational ambitions. The process of Performance Appraisal and Development Review (PADR) is fundamental to achieving this aim.

2. **Purpose**

- 2.1 To provide a framework for meaningful work-based conversations between employees and their line managers. This includes setting out work objectives, enabling achievement of those goals and reviewing professional development, both within the immediate demands of the role and looking further ahead.
- 2.2 Appraisal of performance and reviewing development needs are fundamental to the delivery of healthcare services. It occurs informally throughout the year and is formalised annually in a PADR.
- 2.3 The policy aims to increase effectiveness and satisfaction at work by giving employees influence over what they do and how they do it and by regularly reviewing progress and resolving barriers.

3. **Scope**

- 3.1 This Policy will apply to all employees of the Velindre University NHS Trust who are subject to Agenda for Change terms and conditions of service.
- 3.2 For employees new to the Trust, the first formal PADR will take place after Induction activities are completed and no longer than 6 months after coming into post. For employees who transfer to new roles within the Trust, the PADR should be revised at the earliest opportunity to reflect objectives and development needs relevant to their new role.
- 3.3 From time to time, employees will be eligible for a pay step within their pay band under Agenda for Change pay arrangements. There are five standards in the Pay Progression Policy which must be met in order to progress through the pay gateway:
- i. The appraisal process has been completed within the last 12 months and outcomes are in line with the organisation's standards
 - ii. There is no formal capability process in place
 - iii. There is no formal disciplinary sanction live on the employee's record.
 - iv. Statutory and mandatory training has been completed
 - v. For line managers only – appraisals have been completed for all staff.

The PADR is used as an opportunity to hold this Pay Progression review.

- 3.4 Where a capability issue has been identified it will be managed under the Capability Policy.

4. **Aims and Objectives**

4.1 To improve quality and effectiveness of work by:

- Clarifying expectations of what needs to be done and how it should be done
- Providing a forum for giving and receiving constructive and timely feedback
- Allowing space to review and improve services

4.2 To improve skills, knowledge and capabilities in all areas of the Trust through discussing and agreeing personal and professional development in line with the needs of the job, individual aspirations and in light of available resources.

5. **Roles and Responsibilities**

5.1 **Executive Directors**

- Monitor PADR activity and ensure it is being implemented in all areas of the Trust
- Nurture an organisational culture supportive of PADR
- Provide direction for workplace objectives through corporate plans and strategies, as relevant.

5.2 **Line Managers**

- Maintain regular dialogue with employees about work objectives, challenges and development opportunities
- Undertake PADR with each employee annually
- Undertake the Pay Progression confirmation section of the PADR process 12 weeks prior to the employee's pay step, when notified by ESR (this may be in addition to a previously timetabled PADR)
- Hold an open conversation on the challenges and opportunities that the individual experiences in their job role following Compassionate Leadership principles
- Review individual performance over the past 12 months incorporating review of any existing objectives
- Establish performance objectives for the next 12 months
- Agree a Personal Development Plan for the next 12 months
- Where applicable, confirm whether a member of staff has achieved their pay step in accordance with the All Wales Pay Progression policy
- Inform the Payroll Department using the Pay Progression Deferral Form (Appendix 2) if they are deferring an employee from receiving their increment in accordance with the Pay Progression Policy
- Seek to meet any specific needs to ensure that the process is fair for any member of staff with a disability or other specific need.
- Ensure that the member of staff understands the implications of the Trust Strategy and Integrated Medium Term Plan (IMTP) as relevant to their department, team and own role.
- Refresh the job descriptions with the member of staff every three years.

- Review the member of staff's training records to identify if mandatory and statutory training needs have been met.
- Confirm any professional body revalidation or quality processes are being undertaken in order to maintain registration
- Work jointly with the individual to identify challenging, yet achievable objectives for the coming 12 months, which align with IMTP and Trust Strategy.
- Identify examples of when the Trust values and behaviours have been demonstrated and consider how they will inform future objectives
- Work jointly with the individual to identify their learning and development needs.
- Record the date of the PADR on ESR.
- Record the date of a Pay Progression review on ESR.

5.3 **Employees**

- Play an active role in the discussion at PADR
- Help develop relevant objectives
- Commit to learning and development, including maintaining any statutory or mandatory learning
- Ensure that they have completed the mandatory and statutory training needs as required by their role
- Have an appropriate awareness of the Trust values and behaviours and their department's IMTP
- Reflect on their work performance and progress with objectives and be ready to discuss their views with their line manager
- Consider challenges and barriers which need to be addressed
- Consider examples of when they have used the Trust values in the course of their work and where there have been challenges in the workplace linked to the Trust values
- Consider what objectives they would like to work towards over the coming 12 months.
- Identify what learning and development will be of help over the next 12 months.

5.4 **PADR and the Welsh Language - Information for staff and Line Managers**

All staff have the right to access bilingual information, paperwork, and processes relevant to their yearly appraisal. The Welsh Language Standards support the bilingual rights of Welsh speaking members of staff. Staff have a legal right to use the Welsh Language in all aspects of their daily lives.

If the staff wishes to follow the PADR process through the medium of Welsh, then they should please consider appropriate discussions with their line manager at the earliest convenience. The staff should contact their line manager as soon as possible to discuss their requirements.

If the line manager cannot provide a bilingual discussion, then the Trust can support the needs via simultaneous translation. Line Managers who require further information or the process for booking translation, should please contact the Welsh Language Manager - Jo.williams5@wales.nhs.uk.

Further information on the Welsh Language Standards can be found on the Trust intranet pages.

6. **Monitoring and Delegation**

- 6.1 The People and OD team produce PADR reports monthly to allow managers to monitor compliance.
- 6.2 Where organisational structures or absence makes it difficult to organise PADR for everyone in a team, the role can be delegated to someone else within their management structure as long as they are competent to act in that role and have sufficient authority to be able to arrange learning and development opportunities.

7. **Equality**

- 7.1 The Trust is committed to ensuring that, as far as is reasonably practicable, the way it provides services to the public and the way it treats its employees reflects their individual needs and does not discriminate against individuals or groups.
- 7.2 The Equality Impact Assessment found that there was no detrimental impact to the equality groups mentioned and this policy will have a positive impact on all of the protected characteristic groups. The assessment highlighted that employees have the right have their PADR through the medium of Welsh. Managers will be able to seek advice from the Welsh Language Manager when this occurs. It was also highlighted that staff with some forms of disability may be disadvantaged if the policy is not communicated effectively.

8. **Training**

- 8.1 Line Managers and anyone with delegated responsibility are required to complete the Trust's PADR training module.
- 8.2 A Toolkit of resources will support this policy including guides on how to enter Appraisal dates and Pay Progression dates into ESR.
- 8.3 All employees are encouraged to complete the ESR PADR module.

9. **Implementation**

- 9.1 PADR is an ongoing cycle of review, planning, development and evaluation which links individual and organisational development needs. Whilst the objectives fall in with the annual business planning cycle of April to March each year, in reality work-based objectives may arise and be completed at any point in the year. Managers and staff are encouraged to meet regularly to update progress, add or change objectives and review learning events and the Personal Development Plan.
- 9.2 The process is an ideal time to explore how people are getting on at work and if their wellbeing is being promoted. Managers may need to pick up other conversations following on matters raised during the PADR to attend to wellbeing or stress at work.

9.3 Paperwork and Record Keeping

- The PADR form must be completed at least annually and copies retained by employee and line manager. It must include as a minimum a review of progress, objectives for the next period and a Personal Development Plan.
- A PADR Toolkit includes other resources which are optional and may be used in line with individual needs including forms for Reflection, Preparation, Talent Mapping, or 360 feedback.

10. **Audit and Monitoring**

- 10.1 It is the responsibility of the manager to record the date that the PADR is undertaken on ESR to allow for analysis and reporting.
- 10.2 The quality of PADR will be monitored by the People and OD team through sampling of documentation throughout the year.

11. **Review**

- 11.1 The Performance Appraisal and Development Review Policy will be reviewed three years, after approval.

12. **Associated Policies**

- Pay Progression Policy
- People Development Policy
- Wellbeing Guidelines (formerly Employee Mental Health and Wellbeing and Stress Management Policy)

Performance Appraisal and Development Review

This form will be digitised

Section 1 - Introduction

Employee

Job Title

Department

Is Pay Step due within the next 12 weeks?

Line Manager

PADR meeting date

Appraisal Review Period (covering the last year)

Section 2 - Review of the last 12 months

Recognition of good work

How have things gone, what highlights and out, what were the challenges?

Progress with previous objectives, including discussion of reasons for things not going as planned

Discussion of constructive feedback regarding employee

Feedback from employee to line manager

Section 3 – Context

Review of Trust Values and Behaviours identifying examples of Caring, Respectful and Accountable behaviour

Discussion of Trust strategies and IMTP, as relevant to the role

Section 4 – Planning for next 12 months

Objectives need to be carried forward from last year and new objectives – SMART

Section 5 – Personal Development Plan

Recognition of achievement

Progress with pervious PDP

Career conversation – steady in current role or looking to move

New items for next PDP

Link to Study Leave application.

Section 6 – Reminders

Has the job description been updated in the last 3 years?

All registered professionals – are revalidation and registration processes in hand (this is the registrant's responsibility)

Section 7 – Pay Progression

If a pay step is due within the next 3 months, please confirm yes or no to these clauses:

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

Section 8 – Sign off

Employee name and date Line manager name and date

Pay Progression Deferral Form

This form will be digitised

Department Section

Cost centre
Directorate
Department

Employee Section

Title
First name
Surname

Post Details

Job title
Pay band
Pay ste date

Pay step review outcome

I confirm that the outcome at the pay step was Unsatisfactory – has not met all the core organisation objectives and /or has not demonstrated the right behaviours and ways of working and/or has not shown how they have developed or imporvied their area of work. Therefore, no increment/pay step will be awarded.




Line Manager

Name
Job title
Email address
Date

Please email to Payroll and the Velindre Workforce and OD mailbox

**Velindre University NHS Trust
Values and Behaviour Framework
April 2024**

Our values describe how we will work to achieve Our purpose, to improve lives, and towards Our vision, excellent care, inspiration learning, healthier people.

| | | |
|--|--|--|
| <p>Ein pwrpas: Gwella bywydau</p> |  | <p>Our purpose: To improve lives</p> |
| <p>Ein gweledigaeth: Gofal ardderchog, dysgu ysbrydoledig, pobl iachach</p> |  | <p>Our vision: Excellent care, inspirational learning, healthier people</p> |
| <p>Ein gwerthoedd: Gofalgar, parchus, atebol</p> |  | <p>Our values: Caring, respectful, accountable</p> |

Caring
We are always kind, supportive, approachable and show compassion to all.

Respectful
We seek to understand other people's perspectives. We are always open and transparent.

Accountable
We always take personal responsibility for what we do and how we do it.

We bring the values to life in every aspect of work through our actions. Some examples of helpful actions are highlighted in our Behaviour Framework. There will be lots of other examples of positive actions that we take and these may vary from role to role. The list below covers things which are likely to be relevant to everyone. The ticks give a suggestion about which values the action reflects however feel free to see them from another point of view.

| | Suggested Values | | |
|--|------------------|------------|-------------|
| | Caring | Respectful | Accountable |
| Care for all: patients, donors and colleagues | ✓ | ✓ | ✓ |
| Collaborate with others to achieve positive outcomes | | ✓ | ✓ |
| Communicate with people simply and respectfully | | ✓ | |
| Consider the impact of how we speak to people | ✓ | ✓ | |
| Deliver on our commitments to each other | ✓ | ✓ | ✓ |
| Give and receive feedback in order to improve | ✓ | ✓ | ✓ |
| Help people when they are new and welcome their experiences and contribution | ✓ | ✓ | ✓ |
| Include everyone in discussions about things that affect them | ✓ | ✓ | ✓ |
| Listen when people speak up about things which concern them | ✓ | ✓ | ✓ |
| Listen to learn and improve | ✓ | ✓ | ✓ |
| Nurture our team and help it grow and develop | ✓ | ✓ | ✓ |
| Put patients and donors at the heart of what we do | ✓ | ✓ | ✓ |
| Respond in a timely manner | | ✓ | ✓ |
| Role model the values | ✓ | ✓ | ✓ |
| Share information openly and transparently | ✓ | ✓ | ✓ |
| Show appreciation to others as a matter of course | ✓ | ✓ | |
| Strive to improve services for patients and donors | ✓ | ✓ | ✓ |
| Support each other | ✓ | ✓ | |
| Take responsibility for our actions | | ✓ | ✓ |
| Talk about barriers or problems in order to resolve them | ✓ | ✓ | ✓ |
| Tell people when they are doing a good job | ✓ | ✓ | |
| Treat people equally and fairly | ✓ | ✓ | ✓ |
| Trust each other to do a good job | | ✓ | ✓ |

We always...