

# St Andrew's CE Primary School



## Appraisal Policy

Review: Summer 2023  
Next Review : Summer 2024

## **GROWTH AND PERFORMANCE REVIEWS**

### **1. INTRODUCTION**

It's time to change the way we think and what we do in terms of our development as staff in an organisation. It's a leadership job to look to the future and determine a path for how we need to grow as individuals, as teams and as services in order to meet the needs of the citizens that we are here to serve. In the past we have done this by linking our service plans to the Corporate Plan and by PPD's. These processes are still valid, however, we need to ensure that we have the right mind-set corporately to realise our Ambitions.

Learning is one of our core values. We know that when people are learning their wellbeing improves, they feel valued and can therefore give much more of themselves to help others through their work. Learning requires a "growth mind-set".

***The dual belief that developing your skills and abilities can be improved and is the purpose of the work you do.***

#### **1.1 Developing a Growth Mind-set**

Growth mind-set means embracing challenges, persistence in the face of setbacks, taking responsibility for your words and actions, and acknowledging that effort is the path toward mastery. It is basically the reason why "practice makes perfect". By choosing to make the extra effort to build a growth mind-set, you can get your mental processes to work for you, resulting in a greater likelihood that you get the results you're looking for and live the life you want to live. A growth mind-set:

- Is a continuous belief that improvement is possible and that failures are opportunities to learn;
- Is personal;
- Has its limits;
- Helps building skills easier as there is self-belief that it can happen;
- Helps in terms of having a broader set of experiences to draw on;
- Requires personal effort, the application of physical and mental energy.
- Embraces challenges as a way of learning;
- Takes feedback including criticism as a positive thing to learn from.

### **2. PROMOTING PERSONAL GROWTH**

**2.1** It is the individual's responsibility to develop and grow themselves. It's their leader's job to encourage and nurture that growth.

**2.2** Great leaders develop people to be better than they are themselves.

- 2.3** A leader can only be great if they get to know their staff and spend time with them on their development. Staff can only give great service if they are properly equipped with skills and experiences and have developed their abilities.
- 2.4** Learning is a continuous process, whereby you have an experience, reflect on it, gather feedback, react to it and learn from it for next time. Staff need both support and constructive challenge in order to grow and learn.
- 2.5** This is why the one to one meetings with your staff should be the most important meeting in both your calendars, and be protected. Appendix 1 gives an example of how to run a one to one meeting.
- 2.6** One to one meetings are a time to make sure you and your team are aligned. Regular check-ins stop larger issues from festering, allow for immediate and regular feedback and promote open communication; giving you the space and time to explore what personal growth is taking place and how you can build on the person's strengths together and overcome any gaps in skills, knowledge or abilities. It's also a place for you to receive feedback on how you are supporting and challenging the team.
- 2.7** There are many factors that influence the way to structure your meetings for success; including the emotional needs of those you manage, your relationship, and the team member's experience level. There might be certain requirements for professional registration/CPD. Not all one to one's need to be in a formal setting, depending on the agenda you might choose a different venue, format and style. It's about finding out what the individual responds to best, how you can get the best out of them. One way will not suit everyone.
- 2.8** The most important element in a successful one to one is creating a space where individuals feel comfortable to discuss the issues and concerns on their mind. These meetings are primarily for the employee and their participation is vital.
- 2.9** Preparing for the meeting in advance is advantageous to both of you, it ensures that the time you have is directed to the things that are most important. Having an agenda agreed before the meeting can help to bring focus and attention to what needs to be discussed.
- 2.10** Leaders need to practice "being present" during meetings with staff. They will know if you are not truly focused on them and are distracted by your own to do list. What do you think this does to the trust in your working relationship? Listening actively and checking back with them your understanding are really important in building trust and psychological safety into the working relationship you have with them.

**2.11** One to one's are a great opportunity to check on staff wellbeing, starting the conversation with an open-ended question, allows the most important and top of mind topics to surface. Here are some questions you might try:

- How are you feeling?
- What is on your mind?
- What are you most excited about?
- What are you most worried about?

**2.12** Once you've fully heard them, help be a facilitator of solutions. Uncover what they're excited/worried about, how you can mentor them to be successful, and unblock them to do their best work. Here are some tactics to ensure you create a space of trust:

- Affirm their perspective first;
- Share your own vulnerability, disclose your experiences, places where you've stumbled and how you overcame the issues;
- Be unconditionally on their side/team, especially when giving them blunt feedback about opportunities for growth;
- Ask questions to challenge the way they are thinking/feeling about things, e.g. why do you think it happened that way, what would have made it different?
- Respect them as a person, not just a performer of tasks; treat them as a peer colleague.

**2.13** Setting high standards and being challenging to drive performance and growth is required, however, you also have to be prepared give a high level of support for the person to help them to achieve those standards. Agreement on what is to be done; contracting on what each party will contribute to get through the process and achieve the goal also builds confidence and trust.

**2.14** One to one's are not just about checking in and monitoring short term tasks/goals, they are a place where future aspirations can be discussed, setting tasks that are designed to assist growth and development in the longer term, providing ongoing coaching and mentoring, it's where career paths are created and worked on, it's where new ideas are formulated and discussed for progression, its where critical analysis and professional curiosity is promoted, it's where we ensure that we are all working together for the benefit of the people we serve, it's where both parties come out thinking and feeling that the time was well spent and valuable, it's something in the calendar to look forward to.

### **3. LINKING PERSONAL GROWTH TO TEAM AND SERVICE GROWTH**

- 3.1** As an organisation we exist to serve the public of Hull, we have some statutory duties that we must perform and we have some ambitions to make the place where we live and work better.
- 3.2** We work in a political environment which means that we are guided by manifesto and the will of people who have elected members to represent their interests. We have to work closely with other organisations to be able to deliver what the public wants from us.
- 3.3** All these requirements are pulled together in a City plan that sets out the ambitions for the City, what it wants to be, who it serves and how.
- 3.4** The Council for its part in the delivery of the City plan has a Corporate plan, this sets out the things we must do and the things that are important for our City, “our place” to grow.
- 3.5** The Corporate plan sets out our overall vision, priorities and values. This guides everything that we will do and how. It sets the overall direction for our service, team and personal efforts, in terms of us being able to:
  - Deliver economic growth that works for all;
  - Create inclusive resilient and safe communities;
  - Deliver organisational excellence by working in partnership.
- 3.6** The Council is organised into Directorates and Service areas. Each Service area has a business plan which sets out how it will help to achieve the Corporate and City ambitions.
- 3.7** Within services there may also be team plans that break down what needs to be done by that team to help achieve the service ambitions.
- 3.8** Then there is an individual’s contribution, what efforts they employ to help their Team, Service, Directorate, Council and City Ambitions. Without these individual contributions, the whole is not achievable.
- 3.9** Once a year, we require that there is a discussion that takes place about the contributions that the individual has made and is going to make in future. This is called the Personal Growth and Performance Review. See Appendix 2 for the outline of the PGPR process.
- 3.10** This is where the planning takes place for the forthcoming year, exploring what it is that the individual will contribute towards delivery of future plans and how they will go about doing that.

- 3.11** Determining what the individual will need to learn in order to deliver what is expected of them and to achieve their personal and career ambitions is the next step. This is about discussing what learning methods from our learning approach they will employ to satisfy the need and when these will take place with what support and challenge.
- 3.12** The Personal Growth and Performance Review is also about how we show our employees that they are valued. It's about showing recognition for the contributions they have made. It's also about challenging them to be better, continuous improvement means that we always strive for more.
- 3.13** Where someone is struggling to achieve their expected growth, it's about planning ahead and working out how we can help them to work to their strengths and overcome any blockages that they have to their growth. This might need a referral to a more formal intervention using one of our other HR policies and procedures.
- 3.14** Whilst we have paperwork to complete to monitor this process, the most important thing is that there is time set aside, that it is not a tick box exercise, it's a valuable quality conversation, it's about making connections between people and allowing them to grow to be the best that they can be.

#### **4. MONITORING AND REVIEW**

Employee development is part of our pledge to invest in people, it is therefore mandatory that one to one/supervision meetings and the Personal Growth and Performance Review meeting takes place and is recorded. Oracle needs to be updated with the date of the review and a check will be made to ensure all employees have a record of a review. The timing of the annual review is between October and November each year, this is to allow for any learning that requires and is accepted for funding can be planned and budgeted for.

The staff opinion survey is used as an audit process to ensure that these reviews are taking place. It will also be checked as part of the Council's registration with Investors in People. Everyone has a responsibility to ensure that they take place and are of good quality. Any issues relating to not having one to one's or a Personal Growth and Performance Review should be reported to the Assistant Director of HR & OD.

#### **5. SUPPORTING PROCEDURES**

The Personal Growth and Performance Review should not be used as a substitute for any other policy. Where you are concerned about the conduct or performance of your employees the appropriate policy should be used; for example for matters of conduct, the Disciplinary policy, and for matters of performance, the Improving Employee Performance policy. HR Advisors are able to offer guidance on these areas.

Other relevant documents you may find useful are:

Managers User Guide Oracle:

- How to record a PGPR appraisal meeting on Oracle and add objectives;
- How to update an appraisal after a review meeting.

Employees User Guide Oracle

- How to accept a PGPR appraisal and give feedback on Oracle.

How to guide - How to use the electronic personal file (EPF) to store PPD paperwork

Personal Performance and Development Policy and Procedure (to be updated to Personal Growth and Performance Review Policy and Procedure)

Children and Family Services Supervision Policy.

### How to run a one to one meeting

Every manager at every level in the Council must hold regular 1:1/supervision meetings with each member of their teams. This is vital to motivate, involve and support staff. Treat them as a priority. Some service areas have their own more detailed supervision practice; however, the principles of 1:1s and supervision are the same. If we truly value people, we will give them the time to have these important conversations.

Here is one example of how to run a one to one meeting.

#### In advance

- Plan with the employee what you are going to cover, (a formal agenda is usually unnecessary).
- It may help diary planning to arrange a standard, regular time to meet each of your team, perhaps tied in with Team Meetings.
- Attendees are to arrange cover at their desk/divert phone while meetings take place to allow 'business as usual' to continue.

#### At the meeting

- Start on time, avoid interruptions and remain focussed.
- Agree what you need to cover at the beginning, and then work through each point in turn.
- This is a time for two-way communication.
- Check in with your employee, ask how they are.
- Share ideas on the work of the team
- Get a feel for work in progress. What progress has been made and evidence of deadlines having been met, examine any issues or areas that need support.
- Ask probing questions to help unblock any issues
- Hold the employee to account for delivery and personal growth objectives. Explore any gaps in performance and why they might be occurring.
- Discuss any resourcing issues: e.g. recruiting and need for external support, budgets, accommodation issues etc.
- Raise and discuss issues that may prevent growth for the employee or team, e.g., relationships with colleagues, future deadlines being met and what is being done about them (work on the rule of 'no surprises' at all levels).
- Make decisions so growth can occur and work can progress.
- Agree delegation to allow progress to continue without further guidance. This is a stretch opportunity for developing personal growth.
- Review performance of individuals and teams. Give time for being both reactive (in terms of performance management) and a leadership/development conversation (performance development).

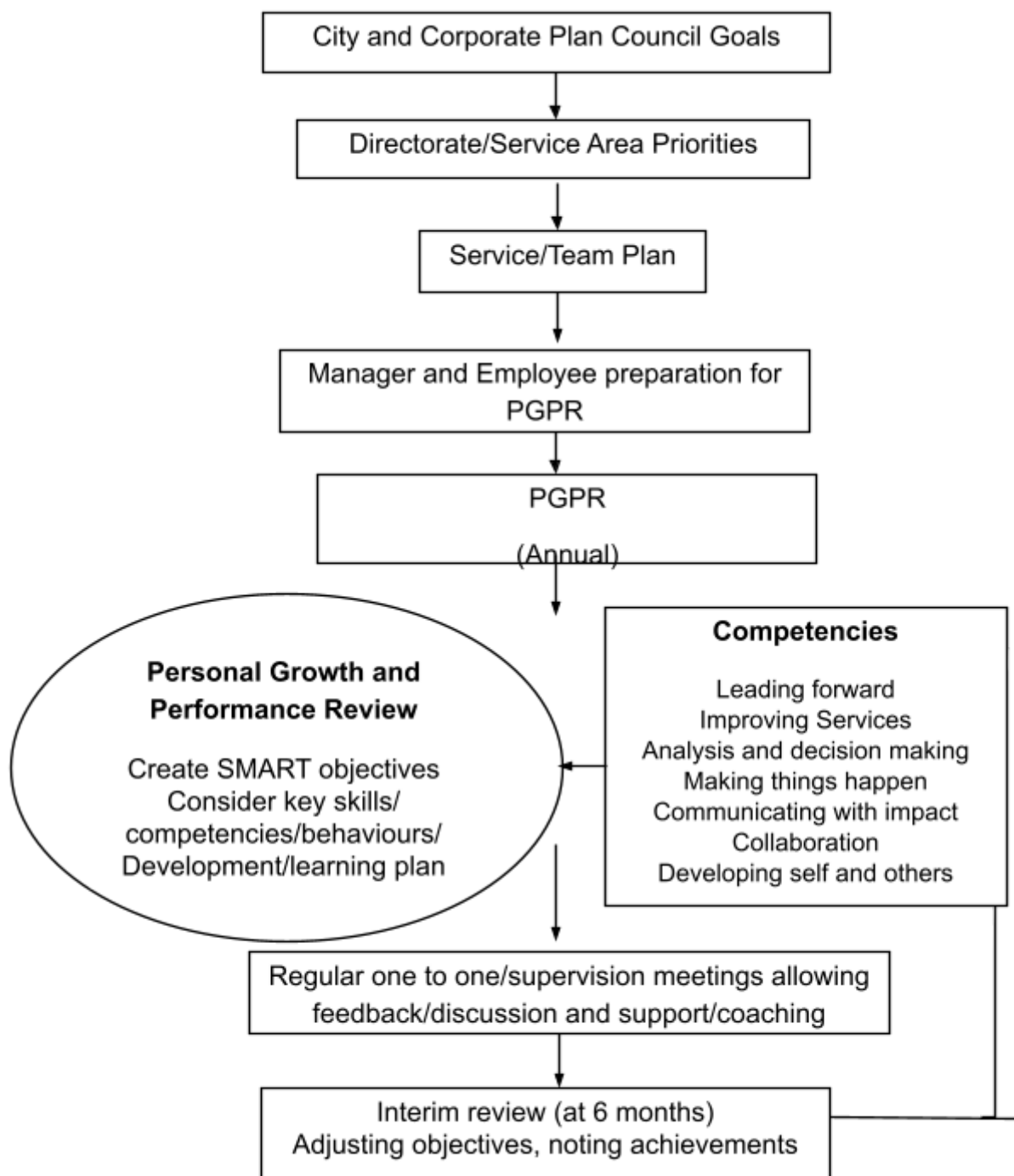


- Agree priorities and timelines for future work highlighting what personal growth is expected along the way.
- Finally, summarise actions and deadlines. Ensure both parties record what needs to be done to avoid future misunderstanding. Action points are sufficient.
- Ensure a balance between proactive, reactive and reflective discussion.
- Ask for personal feedback, e.g. what can I do differently to help you achieve your goals/ambitions?
- Close on time and agree date and time of next meeting.

### **Afterwards**

- You should send a short note or email to confirm any decisions made
- Ensure you put time in your diary for anything that you have agreed to do to support.
- If areas of underperformance have been identified, think about implementing the Improving Employee Performance Policy. Discuss this with HR.

**Personal Growth and Performance Reviews (PGPR)**



## **Setting the date of the meeting**

The manager should set the date and time of the Personal Growth and Performance Review meeting allowing sufficient time for managers and employees to prepare for the meeting and signposting the optional paperwork on the intranet.

## **Preparation prior to the meeting**

The Personal Growth and Performance Review Form (see Appendix 3) can be used by you and the employee to prepare individually for the meeting. There should be no surprises if you've met regularly for one to one/supervision meetings.

Both parties consider:

- What has gone well?
- Using reflection to examine what could have gone better and how it might be done differently next time.
- Progress against targets and objectives – what has been learned from the process of striving for them and what has been achieved.
- The way in which things have been achieved and how this fits in with the teams, service and Council values and behaviours, for example have objectives been achieved but relationships fractured as a result.
- What has been the impact of previous learning and development activities, how have they contributed to personal growth and achievement.
- What are the future career plans of the employee, team members and how will this impact on the future.
- What contributions are required from the individual for the future and how will these contributions help with their personal growth.

## **The Personal Growth and Performance Review meeting**

The meeting should be an open two way discussion to recognise contribution and provide an assessment based on performance. Be disciplined in the meeting, spend a few minutes looking back since the last review, discuss what went well and give praise where it is due. Ask what didn't go so well, why/what have you learnt? Consider the employee's performance against agreed targets, the organisation's values and to what extent the employee demonstrates effective behaviours. Invite the employee to comment on their own performance then offer your view. Do some competencies need to be developed further?

Spend time looking forward – what will be the new objectives and how will they be measured? What learning and development is needed to help achieve personal growth and their work objectives? Make a note of it. Use the meeting to think about

development overall whether it is skills based or behaviour based. What is agreed for development, what methods from the learning approach are best suited to the learning needs? (Not all people can learn effectively using e learning/classroom, some need action learning, research, stretch targets etc. to develop fully and get the impact). Consider how these can be achieved/delivered at no/low cost.

This is a good opportunity to discuss any other issues including future plans. Discuss career aspirations – this is useful for succession planning and also for setting new objectives that help the person to grow in the direction they want to for their future career or into retirement if that is what they want.

The targets/objectives and development requirements should be linked to the Business/Service/Team Plan and be specific, measurable, achievable, realistic and time bound (SMART). Discuss any issues and try to reach agreement. It is however important to stress that the Council expects staff to achieve certain things and that failure to achieve, except with good reason, cannot be accepted.

Remember there should be no surprises, the Personal Growth and Performance Review is just a check point in continuous development and growth and an extension of the one to one meetings.

Ask for feedback about how you are supporting and challenging them as their manager, 180 feedback is helpful for your personal growth and might help the team. Ideas for developing the service can also be raised here providing valuable feedback for service improvement.

The meeting outcomes should be agreed between you and your employee and recorded on Oracle or on the Personal Growth and Performance Review Form (see Appendix 3) and filed on the Electronic personal file.

### **Follow-up actions**

Immediately after the meeting you should:

- Use Oracle to record the date of the Personal Growth and Performance Review (this is a mandatory minimum requirement of the Council).
- Use Oracle to record the agreed targets/objectives and forward this information to the employee for them to accept and give feedback.
- Alternatively, retain the PGPR Form as a record of the agreed targets/objectives and authorise by signing and dating.

- If paper records are kept, employee feedback on the PGPR process still has to be entered into Oracle as a mandatory requirement to meet the Council's duty under the Equalities Act.
- Scan paper records into the Supervision folder in the employee's electronic personal file.
- Follow up on actions agreed such as arranging training/adding to service learning plan or on any issues or concerns raised.

The employee should:

- Accept the Oracle objectives when forwarded and give feedback using Oracle.
- Or agree the PGPR Plan and authorise by signing, and give feedback on the process using the PGPR plan (for input to Oracle).

### **Review meeting**

The manager and employee should meet regularly through normal one to one/ supervision meetings to discuss progress against objectives. A more formal review against objectives/targets should be held at 6 months. It's a good idea to plan this in now.



What could have been done better/differently or has not been achieved during the last 6-12 months? What hasn't gone so well?	
What objective or development growth activity:	What could have been done better/differently? What have you learnt from this? What skills/abilities need to be developed to overcome future difficulties, what values/behaviours need to be different to improve the outcome?

<b>PERFORMANCE &amp; DEVELOPMENT SETTING – LOOKING FORWARD</b>	
What objectives/personal growth activities are proposed for the next 6-12 months and how are these to be supported or delivered?	
Objective/growth requirement:	What is the indicator of success? What values/behaviours are required? What co-operation is needed? From whom?
<b><i>Record these agreed objectives on Oracle</i></b>	<b><i>in SMART format</i></b>

**What are your career plans for the future:**

Stay in the same role:

Personal growth and development in the same role:

Develop into a new role at same level of accountability:

Within current team:                      In a different team:                      In a different Service:

Develop into a new role at an enhanced level of accountability (promotion):

Within current team:                      In a different team:                      In a different Service:

Leave the Council:

Take early retirement:                      Retire at age:                      For a different organisation:

In what timeframe:                      :                      :

**In order to achieve personal growth in the next year what does the employee need to:**

Stop doing	Start doing	Continue doing

**In order to achieve personal growth in the next year what does the Manager need to:**

Stop doing	Start doing	Continue doing





What development has been identified for the coming year to enable the employee to gain personal growth, do their current job better and/or help them fulfil their broader career aspirations?

Consider how a development need can be achieved (low/no cost, in house sharing of knowledge etc.)

If there are financial implications to the development, agreement is in principle subject to overall approval of the Council's learning plan for the organisation?

*Arrange development if agreed and no cost using Oracle etc.*

*Add development to service learning plan if agreed in principle and there are cost implications*

**Formal Qualifications:** The council cannot fund qualifications in the same way as it did in the past. If future qualifications are necessary to improve career growth then these will need to be funded by the apprenticeship route, personally or via a career loan.

**What is the current level of qualifications held by the employee**

**What is needed for them to achieve their personal growth plan?**

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<p>Are there any other points of discussion raised?</p> <p>Feedback relating to the manager or ideas for service improvement?</p>

Before closing the meeting set the date of the review meeting (approx. 6 months' time) and ideally the dates of monthly one to one/supervision meetings to allow time for regular two way feedback between manager and employee.

Review meeting:	One to one meetings:

NB. Ensure that you update Oracle with these details and/or place this document in the employees Electronic Personal File (supervision folder).

For full details of how the Council uses your personal information please refer to the Staff Privacy Notice on the Intranet