

# Continuous Performance Management Policy

**(R.E.A.L. Foundation Trust.)**

Sept 2021

## Introduction

The guiding principle for R.E.A.L. Foundation Trust's performance management strategy is that all staff should be involved in a continuing process of improvement to enhance provision for the benefit of young people.

R.E.A.L.'s Leadership Team made the decision to revise the existing support and supervision process to incorporate continuous performance management procedures.

## R.E.A.L. Performance Management/Appraisal

Performance Management helps everyone to know what R.E.A.L. is trying to achieve, its goals and their role in helping R.E.A.L. to achieve these goals. Performance Management forms an integral part of the operational management and the strategic development of all aspects of the R.E.A.L. organisation. Performance Management is therefore an entire system and requires good access to data and evidence at all levels and contexts. It begins with the interview process and continues through a range of processes, mechanisms and opportunities that together ensure performance transparency, the ongoing identification of what works well and concerted action when improvement is required. Therefore we believe effective performance management/appraisal occurs through the following:

### **Recruitment**

**Induction and probationary period**

**Management tiers**

**Line management**

**Teams**

**Informal professional dialogue with colleagues**

**Annual appraisal**

**Continued professional development and mandatory training**

**Policy documents to provide clear descriptions of best practices and standards for our work**

**Job descriptions and conditions of service**

**Quality Assurance processes**

The performance cycle will run for twelve months from \_\_\_\_\_ to \_\_\_\_\_. Objectives will be set and agreed as near to the start of the cycle as possible.

Using Continuing Professional Development (CPD) as the means of motivating and developing its staff. This development takes place at a number of levels: individual, team, organisation and through wider networks.

The Company believes that a carefully planned programme of CPD, linked to performance management/appraisal, improves outcomes, the quality of activity, raises morale and assists with recruitment, retention and succession planning.

All those involved in R.E.A.L. Foundation Trust shall have an entitlement to equality of access to high-quality induction and continuing development via effective support and supervision processes.

## **Performance Management Principles**

- All staff should be encouraged to develop their knowledge, skills, understanding and attitudes to enhance their professional work;
- CPD will be offered in line with the development plan to improve the outcomes for learners. The offer for staff will be coordinated by relevant strategic leads across the business
- CPD may also be offered in line with national developments and/or guidance to ensure the Company is working to best practice
- Opportunities for sharing good practice across R.E.A.L. Foundation Trust will be promoted;
- All staff will have regular opportunities to discuss their development needs and professional aspirations;
- All staff have a responsibility to participate in focused CPD and personal career development discussions.
- R.E.A.L Education will promote equality in all aspects, particularly with regards to all training and staff professional development.

## **Role of the Line Management**

- Across our organisation each member of staff has a line manager who in most cases will also be their appraiser.
- Line managers are responsible for directing the work of other employees, though it should be noted that they may not be responsible for the administrative management of those individuals. For example they do not discipline the employee, promote/demote them, do salary adjustments, etc.
- The key to effective line management is regular communication between the manager and employee.
- Verbal discussion and emails constitute the core way of communicating operational decisions.
- Through formal and informal conversations, both parties keep track of key performance highlights and challenges that occur during the year.
- With regard to Performance Management the purpose of effective line management is for employees to have a clear understanding of the work expected from them, to know what their strengths and best practices are, identify development opportunities, and to address performance that does not meet expectations.

- It should be noted that senior managers support direct line managers to address performance that does not meet expectations. Where it becomes necessary enhanced support is available from the Head of People and the HR department.
- Line managers, in dialogue with staff, design the appropriate pattern of Support and Supervision to ensure good outcomes in a staff member's work role.
  - Support and supervision meetings may take place in response to need.
  - These are formal meetings, using the company framework to create an agreed written record
  - The record should be agreed at the meeting.
  - Whilst supervision is an opportunity for discussion it should have an action emphasis.

### **Setting Performance Management Criteria/Objectives and monitoring achievements, to ascertain annual performance contribution.**

- Staff have their Performance Management criteria set on an annual basis by their line manager and/or appraiser if they are not the same person
- Performance management objectives should be SMART (specific, measurable, achievable, realistic and time bound) and will be appropriate for the member of staff's role and level of experience.
- Support and supervision takes place at least three times a year, six times for People Managers. Additional discussions will be dependent upon progress being made, level of support required and in year role changes.
- Support and supervision will include a professional process of constructive dialogue in which staff have a formal structured opportunity to reflect on their work, identify strengths and to consider how to be even more effective in their current job role.
- It is an ongoing process as staff regularly reflect on and gather evidence about how well they do their work and the benefits it brings.
- Staff maintain a portfolio of this and use 3-5 key pieces as the basis for discussion.
- The support and supervision template will include a framework to identify strengths and what is working well.
- It includes setting goals for development to build on both how well they do their work and also the benefits their work brings.
- It is important to note that the performance process focuses on an employee's current role and is designed to maintain and develop their performance in that role.
- The performance process is not designed to look at HR issues, resource allocation or to make changes to work roles.
- Monitoring performance is not a disciplinary process and does not replace existing capacity processes but can serve as a mechanism of evidence if this becomes relevant.

- Any concerns about an employee must continue to be dealt with immediately, and not left until support and supervision takes place.

### Informal professional dialogue

- Staff also benefit from informal professional dialogue and we advocate such informal forms of support.
- This may be the availability of a 'line manager' for ongoing informal conversations.
- It may also be the support of other colleagues in a professional manner.
- These could be incidental 'corridor conversations', they could be electronic (Google Hangouts) and could be arranged in advance.
- Electronic communication also offers a medium that can overcome the dispersed nature of employee's locations.
- An employee's 'line manager' will create a relationship which will recognise the formality of the position but will also allow for informal support and encouragement at all times.
- The dispersed nature of the organisation will require some creativity on both parts in order that opportunities arise that will allow this 'informal' support to take place.
- Attendance at twilight sessions or drop in's, involvement in focus groups or curriculum development groups could offer opportunities for this to take place.
- Team processes also provide a valuable context for reflection on practice, as do opportunities for structured continued professional development.

### Continued Professional Development and mandatory aspects

- There are many opportunities for continued professional development in REAL.
- Professional development covers many forms and it is important that these are highlighted in order to empower employees to access development in forms that suit them at particular times.
- Below are examples of the breadth of activities that REAL recognises as part of continuing professional development. This is not an exhaustive list.
- Also many roles in our organisation have mandatory aspects, such as First Aid certification for example. Each individual should ensure they are aware of mandatory aspects in their role and to ensure they complete these.

Self-directed learning	Work based Learning	Professional Activity	Formal/Educational
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<p>Reading journals/articles          Reviewing books or articles          Updating knowledge through the internet or TV          Keeping a file of your progress</p>	<p>Learning by doing          Case Studies          Reflective practice          Coaching from others          Discussion with colleagues          Peer review          Gaining and learning from experience          Work shadowing          Secondments          Job rotation          In-service training          Supervising staff or students on placements with REAL          Expanding your role          Analysing significant events          Filling in self assessment questionnaires          Project work or project management</p>	<p>Involvement in a professional body          Membership of a specific interest group          Mentoring          Being an examiner          Organising specialist groups          Membership of other professional bodies or groups          Giving presentations at training or conferences          Organising accredited courses          Undertaking action research</p>	<p>Cour          Furth          Research          Attending conferences          Writing articles or papers          Going to seminars          Distance learning          Courses accredited by a professional body          Planning or running a course</p>
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### Quality Assurance activity

- Session and site visits
- A series of unannounced visits will be made focusing upon safeguarding, planning and preparation.
- Activity observations
- Organisation deep dives
- Competency support

### Probationary period

- Engagement with QA team
- Formal and clear
- Tight process to monitor the probationary period
- Line management
- Enhanced performance management and quality assurance
- Clear distinction between disciplinary processes and performance management

## Appendix

### Performance Management Process

This is an opportunity for all staff to work collaboratively to engage in a professional process of constructive dialogue through a formal structured opportunity to reflect on their work. It allows the identification of strengths and considering how to be even more effective. It is a powerful enabling opportunity. The key outcome of setting and monitoring fulfillment of performance objectives is the agreement of development goals; it is absolutely essential that these goals contribute directly to the quality and effectiveness of our work.

The key is that staff are expected to engage in the support and supervision process and maintain a portfolio of evidence in support of the performance criteria.

Ongoing performance management/appraisal discussions take place at the beginning of support and supervision processes. The meeting is not scripted, however training will be provided to line managers/appraisers, support tools are available and regular assurance sampling will take place.

It is important to note that as individuals develop their practice this in turn stimulates systemic change in the organisation. Performance objectives for every role will include contribution to the three values of the company Trust, Innovation and Achievement.

The resources to support appraisal are available to staff on the company intranet.

Effective performance management should also feel good and when it works well we will notice that we will feel;

- energised
- confident
- flexible
- aware of strengths
- appreciated
- challenged
- valued

Effective and continuous performance management also enables us to offer more support to those around us and ensures we are actively working on what needs to improve in our work.