

Appraisals, Training & Development Policy

Policy name	Appraisals, Training & Development Policy		
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Applicable to	All employees and Volunteers		
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1 Introduction

1.1 Howgill Family Centre (Howgill) is committed to providing the opportunity for developing the skills and outlook of every individual to aid in raising aspirations and expectations. Service users, parents, carers, children, volunteers and employees are encouraged to learn and progress towards fulfilling their potential.

The aim of this policy is to ensure that:

- all employees are regularly reviewed and appraised
- each employee has the necessary skills, training and experience to carry out activities for the organisation, and to improve and enhance the employee's current performance, quality and contribution
- volunteers receive training to ensure that skills and experience are appropriate for the duties that they perform.

Howgill is also committed to ensure that its employees are suitably trained, hold relevant qualifications and that personal development is encouraged. This policy also sets out the criteria that will ensure that training and development are provided and monitored.

1.3 This policy does not form part of any employees' contract of employment and may be amended from time to time.

1.4 The Board of Trustees is responsible for the policy and will conduct regular reviews to ensure that it is maintained, particularly in relation to its legal responsibilities, and amendments will be made as necessary. The Chief Executive has responsibility for ensuring that the policy is implemented and that appropriate procedures are established to ensure compliance.

1.5 All employees have an obligation to familiarise themselves with this policy.

2 Employee appraisals and reviews

2.1 Appraisal systems exist to improve organisational efficiency by ensuring that individuals perform to the best of their ability, develop their potential. This in turn leads to improved organisational performance. Howgill will ensure that every employee will undertake a formal appraisal and review process:

- an annual appraisal will be conducted for all employees between March and end June each year with the aim of:
 - assessing objectives from the previous year
 - setting objectives for the following year
 - discussing concerns
- a review of progress will be conducted for all employees a minimum of six monthly thereafter.
- for new employees, a review of their progress will be conducted within six months of satisfactory completion of their probationary period or the annual appraisal will be undertaken whichever is the sooner
- for volunteers, a review of their progress will be conducted at a minimum of six-monthly intervals, to ensure that their contribution to the organisation is relevant, appropriate and is of benefit both to the volunteer and to Howgill.

2.2 Howgill recognises that one of the best ways for an employee to increase productivity and change work habits is through the appraisal interview. In accordance with the Employment policy, all employees will be included in the appraisals process.

Although formal in nature, the appraisal interview is a two-way communication process that allows both parties to input into the process. The appraisals meeting is intended to provide the individual with an opportunity for a positive and productive discussion with their line manager about:

- their job expectations
- their work performance
- their possible areas of growth, including training needs
- possible areas of concern
- their personal development plan (PDP).

The job description, where responsibilities identify the key tasks and duties performed by the employee, provides a useful framework for the performance review. The line manager and employee should give consideration at the appraisal/review meeting to assessing the need for amendment or addition to employee's job description to reflect the requirements of the employee's role.

2.3 All appraisal and review meetings will be conducted:

- by the employee's line manager
- in a confidential manner
- in an environment where there is no likelihood of interruptions.

In the case of the Howgill Manager, the annual appraisal and subsequent reviews will be undertaken by the Chair of Board of Trustees and one other Trustee.

2.4 All designated forms, which provide a written record of each meeting, noting assessments, objectives and other matters discussed, will be prepared and signed by the line manager and countersigned by the employee. Two copies of the appraisal/review documentation will be prepared, one for the employee and the other will be filed with the employee's personnel records and may be used for reference purposes or to assimilate information.

2.5 All line managers, and Trustees where appropriate, will receive appropriate training and guidance and must be committed to carry out appraisal interviews and reviews for the employees for whom they have direct responsibility. Key responsibilities of line managers include appropriate preparation for each meeting by:

- checking existing key tasks set for the employee
- identifying key successes, skills and competences demonstrated
- any areas for development
- highlighting key tasks and setting measurable objectives for the following year.

2.6 Every employee has a responsibility to prepare for their appraisal and review meetings, and be ready to discuss:

- performance against specific objectives over the past year
- highlight successes, skills developed and any problems encountered over that period
- identifying key tasks for the following year.

3 Right of appeal

3.1 The employee has the right to appeal against the appraisal if it has not been managed correctly or if it has not been conducted in an objective and fair manner. The employee should be prepared to collect and present relevant information to support the appeal. An appeal should be made in accordance with the Grievance policy.

4 Unsatisfactory performance

4.1 If an employee's performance, conduct or attitude is unsatisfactory, this may lead to a series of interim reviews as defined by the Line Manager. Further unsatisfactory performance, conduct or attitude by an employee may lead to disciplinary action in accordance with the Disciplinary policy.

4.2 If a volunteer's performance, conduct or attitude is unsatisfactory, this may lead to:

- a series of interim reviews as defined by the Line Manager and/or
- termination of the volunteer's role within the organisation.

5 Training

5.1 Howgill recognises that:

- training and development of employees/volunteers, both as individuals and within working groups, has an important role to play in assisting the processes of change and developing the organisation as a whole
- as the organisation is partly dependent on external funding and must appropriately control its expenditure, all training needs must be assessed to ensure that both personal and organisational requirements are appropriately met.

5.2 An annual training plan for the organisation as a whole will be developed based on:

- the needs of the organisation
- the needs of the individuals
- the resources available to meet those needs.

5.3 All training and development will be evaluated. Line managers will monitor and review the performance of employees and volunteers following training and provide feedback for assessment of the training plan.

5.4 Howgill will provide the following training and development to all staff (and volunteers where appropriate):

- Induction training for all new employees/volunteers and those moving to a new post - provided to ensure effective integration of an individual into a job and new working environment
- Job instruction - aims to get employees and volunteers as quickly as possible to an acceptable level of performance. Each job is looked at with a view to determining the skills and knowledge required. Objectives and standards of performance are set and reviewed during the appraisal process.
- Skills and knowledge training which relate to an individual's immediate job requirements are met through initial training. Further skills, attitude and knowledge development can be acquired through training and development and/or through the acquisition of professional qualifications.

Priority will be given to training that is essential to enable statutory requirements (e.g. for safeguarding, food handling or paediatric first aid) to be met.

Consideration is given to:

- setting clear objectives for any development
- relevance of the proposed course/development contents
- quality of tutorial staff
- appropriateness of training methods

- pre course/development briefing
- post course/development evaluation
- cost effectiveness
- Development - also takes place using coaching, mentoring, delegation, peer support, secondment, working groups, projects, shadowing and self-development.

5.5 Howgill will consider any request from an employee to assist with funding for qualifications relevant to their role that do not fall within the organisation's plan, but retains the right to recover some or all of the cost if the employee leaves the organisation within 2 years of the start of the course, or if the course is not completed/qualification is not obtained.

6 Personal Development Plan (PDP)

6.1 Howgill encourages its employees and volunteers to learn and progress to fulfil their potential, in line with the organisation's commitment to people's growth and development. Employees/volunteers themselves have a responsibility for influencing their own development. Howgill will expect a degree of commitment from staff when considering and resourcing training and development activities.

6.2 All training and development opportunities are based on identifying needs to ensure strengthening of the skills, attitude and knowledge of individuals in relation to their current performance, future responsibilities and the priorities of the organisation. Training and development needs of employees, and volunteers where appropriate, will be discussed and recorded as part of the annual appraisal process and will form the individual's PDP. Where appropriate, this will be incorporated into the organisation's training and development plan.

6.3 In developing an employee's PDP, line managers will ensure that discussions include assessing the potential of the employee, advising on career development and assisting in its realisation. It may not be appropriate, in some cases, to concentrate on upwards career development, but to consider role expansion within the job to satisfy development opportunities.

6.4 Volunteers will be encouraged to prepare a PDP to identify, assess and monitor their own growth and development needs within the scope of the duties they fulfil for the organisation.