



**Policy Title:** **My Contribution Policy**

***Policy Manual Section:*** *Governance – Corporate Services*

**Date Approved by Management Committee:** 23 March 2017

**Next Review Date:** March 2020

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# **My Contribution Policy**

## **1.0 My Contribution Policy**

- 1.1 My Contribution Policy is a performance appraisal process which aims to engage and support each staff member of Cadder Housing Association (Association) to achieve key tasks and targets in their work and within their section, which will contribute towards the achievement of the Association's Strategic Aims.
- 1.2 My Contribution Policy is an integral part of the Association's I.M.P Framework, where the focus will be on each staff member's: role and responsibilities; training and development needs to achieve in their role; career aspirations and how we can develop their role and personal attributes to excel in their role and career; and commitment to the Association.
- 1.3 My Contribution Policy will ensure a transparent performance appraisal which is administered in a consistent and fair approach across the Association.
- 1.4 My Contribution Policy's main aim is to develop our people to achieve continuous improvement in their work and activities, which will contribute towards our overarching mission to 'Make Cadder Better'.
- 1.5 The performance appraisal will be held annually following the approval of the Internal Management Plan and will be subject to 6 month review. It is a formal process where there will be clear outcomes, which should align with individual, sectional and organisational aims, ambitions and objectives.
- 1.6 The performance appraisal is a two way process and through discussion on performance and key objectives, tasks and targets we aim to maximise the staff member's enthusiasm, commitment and achievement in their role through a participative approach.
- 1.7 The staff member will be issued with an Action Plan detailing the key objectives, tasks and targets which should be SMART and will inform the 6 month review.
- 1.8 A suite of training and development plans will evolve from the performance appraisal process, these are:
  - Individual training plan detailing the specific training needs of the staff member to achieve the roles and responsibilities associated with their role and set targets and objectives;

- Sectional training plan detailing common training needs of sectional staff to achieve section's work and specific aims and objectives within the I.M.P Framework; and
  - Organisational Training Plan which will incorporate Sectional Training Plan and other corporate training and events for the Association to develop its people and achieve continuous improvement in our works and services e.g. Investors in People, conferences, planning days, etc.
- 1.8 All staff will receive appraisal training for their role as an 'appraisee' and there will be training for line managers as 'appraisers'.
- 1.9 My Contribution Policy is specifically for staff members, whereas there is a Committee Appraisal Policy which has broadly similar objectives of developing our people to improve our governance arrangements, although it outlines the Scottish Housing Regulator's expectations.

## **2.0 Core Principles**

### **2.1 Fair and Objective Appraisal**

As well as being an opportunity to discuss the staff member's development, an important part of appraisals is the objective assessment of performance against specific objectives and their role description and key tasks and targets. In addition it may also reflect upon the wider contribution of the employee to the work of the section and the Association. Appraisals will be conducted fairly and in line with the Association's Equal Opportunities Policy.

### **2.2 Formal Annual Appraisal**

All staff will have an annual appraisal meeting. Managers and staff should reflect on key issues in their work, which could be issues where they have had difficulty or how they approached or attended to a situation or matter, which will inform their future development needs. Staff are responsible for identification of their personal, work and career development needs and need to feel satisfied management will support them to best prepare them for the challenges of their role.

### **2.3 Two Way Process**

The performance appraisal is a two way process, where it provides an opportunity for all staff to:

- Receive feedback on their performance against performance expectation in their role and key objectives;

- Reflect on their own performance and give feedback on experiences working in the Association and their specific area of work;
- Discuss and agree development needs and how these might be met; and
- Discuss career development aspirations.

#### 2.4 Feedback to Employees

It is important that employees receive feedback on how they are doing not just during an annual appraisal or interim review session. The feedback for the appraisal will be in written format against the staff member's submission and verbally through the appraisal meeting.

Sectional / Line Managers are required to convene progress meetings with their staff on at least a bi-monthly basis, which will focus on progress against the core responsibilities in their role. These progress meetings are also an opportunity to periodically review how the staff member is progressing against the objectives and any training needs identified through the appraisal.

Feedback on the appraisal outcomes should be balanced and should not only be given when things go wrong. If there are any concerns during the year about an employee's performance then appropriate support should be put in place in discussion with the employee.

#### 2.5 Role of Line Manager

All staff will receive a performance appraisal from their immediate line manager (or other appropriate person who has management responsibility for the staff member). It is not acceptable to be appraised by someone of someone on a equal or lesser grade to the staff member. In the context, line manager means the person who directs, manages and has a post of responsibility for the area in which the staff member mainly works.

#### 2.6 Clearly understood process

Managers and staff members are responsible for ensuring they fully understand the performance appraisal procedure and are responsible for identifying any support they need to participate effectively in the process.

#### 2.7 Training

The Association will organise training and refresher training for Managers in the role as 'appraiser' and staff in the role as 'appraisee' to ensure the performance appraisal is conducted in a timely, fair and appropriate manner.

The Association will make reasonable provision for staff training and development including further education sponsorship in the Annual Budget. This will be reviewed annually to take account of the outcome of the performance appraisal, specifically the training and development needs to support staff to excel in their role and achieve key objectives.

## 2.7 Key considerations in the Appraisal

The performance appraisal should clearly focus on planning ahead and therefore it should include:

- Reflecting on and evaluating performance within the previous year and through the two way process of communication outlined in section 2.3, inform job and career development opportunities to be identified and new objectives to be agreed.
- Discussing and agreeing objectives to achieve in the coming year, taking into account the requirements of their role; the Team's contribution and strategic ambitions within the I.M.P framework. Objectives should be specific, measurable, agreed and achievable, realistic and time bound (S.M.A.R.T);
- A schedule of progress meetings (at least bi-monthly) which are less formal meetings between the Manager and staff members and enable discussion on performance and progress against set objectives. This discussion will facilitate additional interventions e.g. training to be undertaken to mitigate any difficulties the employee may be experiencing during the year

## 2.8 Confidentiality

All issues discussed within the performance appraisal are to be kept confidential by both the manager and staff member. Any failure to keep matters confidential could lead to disciplinary action. The appraisal should be kept in the staff member's file in the personnel folder and access restricted in line with the provisions of the Association's Data Protection Policy.

## 2.9 Reporting

The Director will report to the Staffing Sub-Committee the key outcomes of the performance appraisal process.

### **3.0 Duties and Responsibilities**

#### **3.1 Staff Members (the appraisee)**

- 3.1.1 Each staff member is required to fully participate in the performance appraisal process. They should display a positive approach and commitment to the process and its timeline (see section 4.1.10).
- 3.1.2 Staff members should be mindful of the following whilst progressing through the performance / appraisal process:
  - a) Major achievements in the year;
  - b) Areas of work they have had difficulty in undertaking;
  - c) Any issues in their work;
  - d) Progress against existing objectives, tasks and targets;
  - e) Training needs to undertake aspects of their role or set objectives;
  - and
  - f) Objectives for the coming year
- 3.1.3 Staff member should prepare adequately for the performance appraisal through completion of performance appraisal pro-forma and identification of key considerations listed in section 3.1.2
- 3.1.4 Participate in a training / awareness session on the appraisal process and key considerations and responsibilities as an appraisee.
- 3.1.5 Refusal to participate in a performance appraisal or significant slippage against the appraisal timeline will be considered a serious matter and may be subject to disciplinary action.

#### **3.2 Sectional / Line Managers (the appraiser)**

- 3.2.1 Ensure each member of staff has a performance appraisal within 3 months following the Management Committee's approval of the Internal Management Plan.
- 3.2.2 Ensure each member of staff has a performance appraisal at least every 12 months, with a 6 month review meeting.
- 3.2.3 Ensure each member of staff has an up to date job description / person specification for their role within the Association.
- 3.2.4 Ensure each staff member has a mini-i.m.p detailing the key tasks and targets in their job.

- 3.2.5 Ensure participation in Appraiser training and have the necessary knowledge, skills and information to conduct a performance appraisal discussion and complete relevant documentation, action and training plans.
- 3.2.6 Sectional / line manager in their role as Appraiser should prepare adequately for the appraisal discussion with each staff member, considering their performance, training and development, and key tasks and targets to develop their role and careers
- 3.2.7 Sectional / line managers must not 'store up' issues for the performance appraisal meeting. Any issues or praise should be attended to at the time they occur or as part of one to one progress meetings
- 3.2.8 To inform the Corporate Services Officer at timely intervals of each staff member's progress against performance appraisals through to completion.
- 3.2.9 To monitor achievement of Action and Training Plans and periodically report progress to the Director
  
- 3.3 Finance & Corporate Services Manager
  - 3.3.1 To develop and review the My Contribution Policy to ensure the Association's performance appraisal process is effective.
  - 3.3.2 To monitor achievement of performance appraisals and reviews by section and the organisation.
  - 3.3.3 To ensure the staff training and development allocation in the Annual Budget is sufficient to meet staff training needs.
  - 3.3.4 To assist the Director with the report to the Staffing Sub-Committee on key outcomes from the performance appraisal process.
  
- 3.4 Director
  - 3.4.1 Report to the Staffing Sub-Committee outcomes from the performance appraisal process.
  - 3.4.2 Assess Sectional Managers' reports on progress against Action and Training Plans

## **4.0 Performance Appraisal Procedure**

4.1 The performance appraisal procedure will guide managers and staff members on the process for the preparation, implementation and review of the appraisal:

### 4.1.1 Who Should Conduct the Performance Appraisal

The appraisal should normally be conducted by the staff member's line manager (or other appropriate person who has management responsibility over the staff member). It is not appropriate for it to be completed by a colleague of equal status or a subordinate.

### 4.1.2 When Should the Appraisal Take Place

Appraisals should be conducted in line with a timetable set by the Association's Director. This will normally be in quarter 1 (April – June) of the financial year, which will follow the annual review of business which includes approval of key business and strategic documents by the Management Committee e.g. Internal Management Plan, Corporate Risk Register, etc

### 4.1.3 How Often Should the Appraisal Occur?

Each staff member will be appraised at least every 12 months, although staff members and managers can agree to have appraisals more frequently if they feel this is necessary, this could be where there are shortcomings in the staff member's performance or the staff member requires additional support and guidance. The schedule of progress meetings between managers and staff members will allow for further discussion on the outcomes of the performance appraisal.

### 4.1.4 What Format Should the Appraisal Take?

The performance appraisal will be conducted as a one to one meeting between the manager and the staff member. The discussion will be informed through the staff member's completion of an appraisal questionnaire and comments noted by the manager.

### 4.1.5 Preparation for the Appraisal Meeting

The staff member is responsible for ensuring they complete the appraisal questionnaire for issue to their manager for comment prior to the appraisal meeting. Staff should consider any evidence in support of their performance or achievements of set objectives.



Consideration should be given for a pre-interview meeting to identify the specific areas for discussion at the appraisal meeting. The informal pre-interview meeting should last no longer than 15 minutes.

#### 4.1.6 The Appraisal Meeting

Once a mutually convenient time for the appraisal meeting has been set, the manager should ensure the meeting takes place on time with no interruptions. Meetings should only be postponed for exceptional reasons and if this does occur the meeting should be rearranged within one week of the original scheduled meeting date.

The manager should ensure that sufficient time is set aside for the meeting. As a guide this is unlikely to be less than one hour, but will vary depending on the complexity of the appraisal.

Appraisal meetings must take place in a private environment where any matters discussed can be kept confidential and there are no interruptions during the meeting e.g. telephone calls, etc. Venues considered suitable include the office meeting and conference rooms, community centre meeting rooms.

The format of the appraisal meeting should normally include:

- Recognition of the staff member's achievements and contributions to the Association Strategic Aims;
- Discussion on any challenges or issues in the staff member's work;
- Review of the objectives set against the previous appraisal;
- Discussion on the staff member's appraisal questionnaire;
- Discussion on staff member's training and development needs;
- Agree objectives for the forthcoming 12 months

The appraisal is an opportunity for open discussion and the manager should set questions that enable the staff member to talk about areas where they have not performed as expected or the reasons why they have not had the opportunity to complete some objectives. It is through this discussion there will be consideration of the support and assistance that can be offered to the staff member to complete these tasks, which will ensure continuous improvement and achievement in their work. Staff are also encouraged to highlight more positive aspects of their performance.

#### 4.1.7 Written Appraisal Record

The written record of the performance appraisal will take the form of:

- The staff member's completed questionnaire with their manager's comments pre-post the appraisal meeting;

- Preparation of the Action Plan detailing the key objectives from the appraisal meeting; and
- Preparation of a Training Plan detailing the staff member's training and development needs to support in their role and achievement of key objectives.

The key documents (appraisal questionnaire, action and training plans) should be signed off by the manager and staff member. A copy of the key documents and written record of the appraisal outcomes should be given to the staff member and a copy retained in the personnel file.

The staff member has the right to correct any factual errors in the appraisal. If the staff member disagrees with the manager's comments they should in the first instance be given the opportunity to record such comments, but the manager need not change their comment if they believe it to be fair and evidenced (See section 5 – Disagreement)

#### 4.1.8 Follow-up to the Appraisal

Performance management is a continuous process of which the appraisal meeting is a part. The appraisal meeting should only normally contain information (positive or negative) that has been discussed with the employee during the normal feedback throughout the year. The exception would be performance information or issues that have come to light in preparation for the appraisal.

Managers should ensure they fully commit to the performance appraisal process through a formal review normally 6 months from the completion of the appraisal meeting. This review meetings, as well as one to one progress meetings with the staff member in the year are an opportunity to discuss any changes, support or development needs to ensure he/she has every opportunity to achieve their objectives. The purpose of these meetings is to maintain contact between the manager and staff member, to review performance together and develop and build upon a trusting working relationship that will facilitate openness and honesty during the appraisal and on a day to day basis.

A brief note of any agreements made or any significant discussions should be made for future reference and allocate time for assessment of the staff member's: performance appraisal questionnaire, performance, progress with set objectives, action plan and training plans.

#### 4.1.9 Performance Appraisal Timescale

The Association will set a timeline of 8 weeks for the performance appraisal to be fully completed, as listed

- Week 1 Managers will notify the staff member of the appraisal date by e-mail with enclosure of the My Contribution Policy, Mini-I.M.P detailing the key responsibilities, tasks and targets in the staff member's role, and performance appraisal questionnaire for the staff member to complete within 2 weeks. Staff members will be given sufficient time to complete the questionnaire during working hours;
- Week 3 Staff members should return their completed performance appraisal questionnaires within 10 working days of their manager's e-mail to commence the appraisal process.
- Week 4 Managers will provide comments to the staff member's response on their appraisal questionnaire within 5 working days following receipt of the staff member's completed questionnaire.
- Week 5 – 6 A performance appraisal meeting should be arranged on a convenient date and time, which also gives the manager and staff member sufficient time to prepare. Consideration should be given to an informal pre-interview with the staff member to identify the specific areas for discussion at the appraisal meeting. The informal pre-interview meeting should last no longer than 15 minutes.
- Week 8 The manager should finalise the performance appraisal with:
- Any final comments on sections of the appraisal questionnaire;
  - Preparation on an Action Plan detailing the key objectives from the appraisal meeting; and
  - Preparation of a Training Plan detailing the staff member's training and development needs to support them to excel in their role and achieve key objectives.

#### 4.1.10 Exceptions

- a) In situations where a staff member has been absent for a majority of the appraisal year e.g. sickness, maternity, etc, it may not be appropriate to follow the standard appraisal procedures. When the staff member returns to work the manager should hold a meeting with them to discuss what support is needed to reintroduce them to the workplace and to agree objectives. At this time previous objectives should also be considered in the context of what was reasonable for the employee to have achieved whilst they were at work. A formal appraisal will then be held as usual in the appraisal cycle.
- b) Where a staff member starts work with the Association during the year, objectives should be set upon joining and performance monitored in line with probation arrangements. The first appraisal will therefore take place at the end of the probation period unless this is within 3 months of the commencement of the performance appraisal process for all staff.

### **5.0 Disagreement**

- 5.1 If there are any disagreements over the accuracy or fairness within the appraisal record or meeting, the staff member and line manager should seek to resolve any issues informally in the first instance.
- 5.2 In the event an informal approach to resolution may not be practicable or the staff member continues to be agreed following the informal resolution process the staff member should refer to the Dignity at Work Policy or the Grievance procedure with the Terms and Conditions of Employment.

### **6.0 Reporting**

- 6.1 The Director will prepare a report on the outcomes from the performance appraisal process for issue to the Staffing Sub-Committee. This report will detail the achievement of the appraisal process against key objectives of this policy, summarise Action and Training Plans; and appraisee and appraisers' satisfaction with the process.
- 6.2 The Organisational Training Plan will be incorporated into the I.M.P document for the year. It will be costed and assessed against provision in the Annual Budget for staff training and development. In the event of a material shortfall, this will be reported to the Management Committee with a view to possibly increasing the budget allocation.

## **7.0 Training & Development**

- 7.1 The Association will ensure reasonable provision in the Annual Budget to meet the training and development emanating from the performance appraisal process.
- 7.2 The Association allocates funding for further education and staff members wishing to pursue this form of learning should research the course and make an application for sponsorship.
- 7.3 The organisation training and development plan should be costed to inform the Annual Budget and demonstrate our commitment to developing our people.

## **8.0 Review**

- 8.1 This policy will be reviewed every 3 years with the next review scheduled for March 2020 or earlier to take account of:
- legislative updates;
  - good practice guidance; and
  - the effectiveness or issues in the implementation of the policy

## **9.0 Appendices**

- a) Performance Appraisal Questionnaire
- b) Performance Appraisal Action Plan
- c) Performance Appraisal Training Plan

Appendix 1

**Performance Appraisal Form**

Staff Member's Name	
Appraiser's Name	
Date Form Sent to Staff Member	
Date Returned to Appraiser	
Date Appraiser's Comments given to Staff Member	
Date of Appraisal	
Date Appraisal Signed Off	

**1. Reflection on your work in last 12 months**

a) What has gone well?

Appraisee's Comments
Appraiser's Comments

b) Are there areas of your work you have found difficult or more challenging in the year?

Appraisee's Comments
Appraiser's Comments

c) How have you contributed through your work and activities and gone the extra mile to 'Make Cadder Better'?

Appraisee's Comments
Appraiser's Comments

- d) Has the lack of knowledge or experience limited your ability to achieve any aspects of your work or agreed objectives? If so, please provide details and state how you feel the Association could help to overcome this?

Appraisee's Comments
Appraiser's Comments

- e) What training and development have you undertaken in the year and how do you feel this has improved your ability to undertake and develop your role?

Appraisee's Comments
Appraiser's Comments



**2. Projection – on your work and development in the coming 12 months**

a) What do you see as the main priorities in your job in the coming year

Appraisee's Comments
Appraiser's Comments

b) Taking into account the key tasks in your sections' Strategic Ambitions' and Team's Contribution within the I.M.P framework and your role, how do you see your job developing?

Appraisee's Comments
Appraiser's Comments

- c) What training and development needs do you have and how would you prioritise these? (Please relate these to your role and key objectives for your section's work within the I.M.P Framework)

Appraisee's Comments  1. 2. 3. 4.
Appraiser's Comments

**3. Key objectives and targets for the coming year to be set at the Appraisal meeting**

Key Objectives
Key Targets

**4. Other information**

a) Is there anything you would like to make me aware of? (This could be improvements to our service, other matters in your job or the workplace, etc)

Appraisee's Comments
Appraiser's Comments

Staff Member Signature \_\_\_\_\_ Date \_\_\_\_\_

Manager's Signature \_\_\_\_\_ Date \_\_\_\_\_

Appendix 2

Action Plan

Name:

Date of Appraisal:

Agreed Objectives	Target Dates	Progress	Comments
Agreed Targets	Actual Performance	Comments	

Staff Member's Signature

\_\_\_\_\_

Date

\_\_\_\_\_

Manager's Signature

\_\_\_\_\_

Date

\_\_\_\_\_

Appendix 3

Training Plan

**Staff Member:**

**Position:**

**Training Plan 2017-18**

<b>Strategic Aim</b>	<b>Individual / Operational Objective</b>	<b>Training and Development Need</b>	<b>Target completion date for Training</b>	<b>Training Outcome</b>	<b>Follow-up Action Required</b>	<b>Comment</b>

Staff Member's Signature

\_\_\_\_\_

Date

\_\_\_\_\_

Manager's Signature

\_\_\_\_\_

Date

\_\_\_\_\_