

Martec training

Target setting, performance management and appraisal for employees Policy & Procedure

1. Introduction

In a complex and challenging training environment, Martec Training believes that it benefits both employees and line managers to have:- Regular contact and support. Clear targets which link to the organisation Corporate Strategy and Annual Plan. Honest and constructive feedback on performance.

Opportunities to discuss personal development.

A three step process sits at the core of Martec Training s approach to the Management of employee performance. These are:-

- **Setting targets** for each employee that are challenging enough to further the organisations business interests and yet realistic and achievable to ensure that the employee remains motivated.
- **Meeting regularly (Performance Meetings)** to review progress and take action to remedy underperformance.
- Robust **appraisal** that engages the line manager and employee in a planned and systematic review of all elements of the employee s employment.
- If these three steps are followed the following benefits will be realised:- Open sharing of information which will help employees and line managers make good choices in their decision making and react effectively to changes in the working environment.
- The employee will gain a greater understanding of their role and how their
- individual strengths contribute to the achievement of the Corporate Strategy and Annual Plan.

The line manager will receive feedback on individual and team performance which will help in planning the future direction of the work.

Employees will thrive in a culture of good communication and positive reinforcement.

Discussing key issues will enhance the relationship and help build trust and understanding between the line manager and employee.

Target setting, performance management and appraisal for employees.

Step One : Target setting

Every year Martec Training publishes a revised Annual Plan setting out the key organisational priorities for the forthcoming year.

Line managers are tasked with the process of engaging each employee with the implementation of the Annual Plan. To do this, managers must ensure that every member of their team is given a set of relevant targets which support the achievement of our corporate objectives.

Recording Annual Plan Targets

- Line managers must record the targets that they have agreed with staff. Line managers to clearly identify any of these that are directly relevant to the annual plan targets.

Step Two : Performance Review Meetings

Performance Review Meetings must be regular and record discussions between a member of staff and their line-manager about the progress made towards the achievement of targets and other key objectives of the job.

Examples; of issues that may be discussed at Performance Review meetings.
For delivery staff it is an opportunity to review achievement rates, occupancy, the funding status of participants, number of reviews undertaken etc.

For admin staff it is an opportunity to establish that systems are working effectively, documents are being processed in a timely manner etc

For managers it is an opportunity to review the contractual position, look at overall occupancy, achievement rates etc

For non centre based staff it is an opportunity to discuss progress against their individual targets and their contribution to the annual plan.

It is also an opportunity to identify emerging trends and agree new targets.

Meetings need not be longer than 15 minutes if performance is on track and both manager and employee are happy with progress.

Where the employee is experiencing problems in achieving their targets, the meetings should allow sufficient time to identify why these problems have occurred and to find solutions.

Where significant changes have taken place within the workplace or to the external environment, meetings may be used to agree action plans and re-shape working arrangements.

Procedure

The line manager should arrange meetings with each of their employees in accordance with the following schedule:-

Employees who are on track to achieve their targets and have not expressed any concerns about their role should be seen at least quarterly (every 12 weeks).

Employees who are in danger of failing to achieve their targets must be seen at least every 6 weeks until satisfactory performance is achieved.

Employees who have returned to work after sickness absence, have less than 12 months service or have expressed concern about their role should also be seen at least every 6 weeks.

The normal structure of these meetings is likely to be as follows:-

A review of current performance against annual plan and other agreed targets.

Feedback to the employee on their progress (including making judgments on performance).

- Revising or agreeing new targets.
- Agreeing actions required to maintain performance.
- Exploring any additional support that the employee requires to undertake their job. Once the meeting has finished personal files must be updated by the line manager within 48 hours.
- Performance Review Meetings should normally be undertaken by the Manager.

Step Three : Appraisal

Appraisal is a formal opportunity to discuss the overall personal contribution made by an employee during the preceding six or twelve month period. It is an opportunity to ensure that employees understand how their work links to the organisation corporate Strategy and Annual Plan. It also provides an ideal opportunity for a review of their personal development and support requirements.

- Appraisal should include all of the following elements:-
Reviewing the judgments made at Performance Review Meetings for the previous 6 /12 months. What is the overall pattern?
- Identification of any problems that may be stopping the employee achieving their targets. What went wrong and why? What has been learnt from this?
- Identifying achievements. What went well and why? Can this be replicated or maintained?
- For delivery staff] Reviewing any observations that have been undertaken in the preceding 6/ 12 months. What grades have been awarded? Has the grade profile been improving or getting worse?
- Discussing personal development. What training / CPD has been undertaken.
- How has this benefited the individual. How has it made them better at their job?
- What other development is necessary to help with achievement of objectives?

Appraisals should be completed according to the following criteria

- For employees with less than 2 years service Appraisals at 6 month intervals (ie Four completed within first 2 years of service).
- For employees with over 2 years service Appraisals conducted at 12 month intervals.

Appraisals should normally last for at least an hour but in some cases there may be a significant amount of material to discuss and an appraisal of 2 hours would not be unusual.

Appraisal should not take longer than 3 hours.

Appraisal is usually undertaken by the Manager.

The Appraisal Process

Three weeks before the scheduled appraisal the manager should send out an email / letter asking the employee to complete the Appraisal Planning Form.

Appraisal Planning Form HR Application

The appraisal planning form

The manager should prepare a structure to the meeting covering all the issues for discussion paying particular attention to areas that may be contentious.

Any documents that may be referred to during the meeting (eg IV / EV reports, Observations /Training / Assessment reports, etc) should be prepared and be available on the day of the appraisal. Any data or statistics that may be referred to should be relevant and up to date.

The appraising line manager should complete their own preparation for the appraisal meeting.

Managers Appraisal Planning Form

Prior to the appraisal meeting the employee should reflect upon the Performance Review meetings that have been undertaken in the preceding 12 months and identify any areas that they wish to discuss with the manager.

The employee should also ensure that their CPD log and Personal Development Plan on the form.

The Appraisal meeting

Manager and employee should begin by discussing the contents of the Appraisal Planning Form before moving on to reflect on the information and judgements made at the Performance Review Meetings.

Where Performance Review data shows that targets have not been met, discussion should focus upon the reasons why and identify solutions for dealing with any barriers that are getting in the way of the employee's work.

Personal learning & development and CPD should be explored and plans should be drawn up for the CPD activity over the next 12 months. This should be recorded in the

Personal Development Plan.

Finally the line manager should sum up and give the employee some personal feedback.

The line manager must give an **overall judgment** of performance which should sum up the contribution made during the 6 / 12 month period. This judgment should take into account and be consistent with the judgments that have been made at Performance meetings throughout the year.

The overall judgment made at the appraisal is important as this will be one of the principle measures used to determine pay progression. A failure to complete appraisals or record overall performance judgments may result in the employee missing out on pay progression.