Training and Career Development

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Frequently Asked Questions

How do I request training?

You will normally discuss your training needs in Line Management or appraisal meetings. However if an event you are interested in attending comes up between these meetings you can speak informally to your Line Manager or fill out a training request form and send it to them.

Training requests can be completed through Select HR, for instructions on how to do this please refer to the Select Staff Handbook. (hyperlink)

How do we identify development needs?

It is expected that the Induction, Appraisal and Line Management process will identify the skill, knowledge gaps and training needs of members of staff at a formal level. Managers need to ensure these are clearly identified and communicated to the HR Team. From this the Human Resources Team will be able to identify common development needs and be able to plan how these gaps and needs will be met.

Other training and development needs may emerge on an “ad-hoc basis and your manager will need to bring these to the attention of Human Resources, normally via a training request form.

What development opportunities are available to me?

Impact signed the Skills Pledge in 2009, the aim of the Pledge is to support all employees to develop their functional skills, including literacy and numeracy. It also entails working towards relevant and valuable qualifications to at least NVQ Level 2 and possibly above.

Impact is committed to a training and development programme that addresses individual training and development needs and the wider organisational learning needs. The programme will include:

(i) opportunities to gain appropriate nationally recognised qualifications, whether this be through internal or external training;
(ii) opportunities to participate in skills training, relating to the competency requirements of individual positions and the wider organisational needs;

(ii) opportunities to be involved in “in-house” development programmes, e.g. Equality and Diversity, Management Development and Customer Care.

(iii) Opportunities to improve your literacy, numeracy and IT skills.

Will I be able to stay overnight? And where can I stay?

The decision as to whether overnight accommodation is appropriate is based on where you live in relation to the event location, and start/finish times in relation to an estimated time you will need to leave home. General guidance regarding travel to and from an event on the same day is if the event is being held an area stretching from Glasgow & Edinburgh in Scotland to Manchester, Liverpool, York, Leeds, it is not unreasonable for staff as a "one off" to be able to travel and attend the event in the same day.

As Impact is a registered social landlord and charitable organisation we have a duty to ensure "value for money" as far as possible. If an event is being held in a hotel, the training provider has often negotiated special rates for guests attending the event, so this should be checked out in the first instance. If this is not the case, it is expected that staff shop around for reasonably priced good quality accommodation, i.e. Travel Inn, Travel Lodge, Ibis, Holiday Inn etc.

With regard to other subsistence allowances you will be eligible to claim whilst attending an external training event, these have been revised as follows:

Breakfast – (if not included in the cost of the accommodation or provided for as additional payment at the accommodation) – £5.00*
Lunch - £5.00 (if not included as part of the course)
Tea/ Coffee/ Cold drinks - £4.00
Dinner - £13.00*
Out of Pocket Allowance - £3.63

*However, as has always been the case for breakfast/dinner, if you decide to eat in the accommodation restaurant you will be eligible to claim the cost of the breakfast/ dinner there, i.e. their evening meal menu (not a la carte!), plus one drink, or their usual breakfast menu – either continental or cooked. We would expect the cost of dinner in the hotel to be no more than £20.00/£25.00, and breakfast to be between £5.00 & £12.00.

Will my travel costs be paid?

Yes Impact will always reimburse you for travel (less your normal home to work mileage). However we do ask that where possible you travel with a contract hire car user/ essential car user or car share to reduce the impact we have on the environment and ensure value for money. The out of County rule will also apply.

We encourage staff to look into whether travelling by public transport is a suitable option. If a member of staff does decide to use public transport, then they will be responsible for organising and making the initial payments for any travel, i.e. train/bus tickets. Claims for payment should be made after attendance on the event, on the Monthly Travel Expenses Claim Form.

What do I do if I cannot attend a training event on the day?

Contact the course provider as soon as possible or if you are unable to get in touch with them your Line Manager or a member of the HR team if your Line Manager is unavailable.

Why do I have to evaluate the training courses I attend?

It is extremely important to evaluate training courses attended to ensure value for money and quality training is being obtained. This is your opportunity to let us know if there were issues with the venue, provider, course content etc so that we can change these for future events.

When do appraisals take place?

Appraisals take place annually in January/ February.

What happens to the training needs I enter on my appraisal?

You and your Line Manager will need to agree when you attend the one off unique training courses you have identified and discuss the appropriateness of this with HR.

HR will also look at the training plan identified for the whole organisation to ensure that some of the courses identified in your appraisal are ran in-house if several people have highlighted this development area.

Introduction

This section is designed to help answer any questions you may have during any part of the process, however, please do not hesitate to contact either Heather Wilson or Gill Brookes in the HR Team in the first instance or any other member of the HR Team if either Heather or Gill are unavailable. Heather – x 2144 (internal dial) or 01900 842144. Gill – x 2132 (internal dial) or 01900 842132.

Reasons for training our staff

(a) Impact as an employer recognises the contribution staff make to the success, achievements and perceptions of the organisation. Impact has clear and specific targets and objectives set out in the business plan, expanded in the organisational annual plan and “cascaded” down through team and individual targets and objectives.

(b) Impact recognises that for the organisation to achieve all of its targets and objectives, it needs to ensure that all members of staff are trained to fulfil the requirements that the organisation places upon them. Impact is therefore committed to the concept of the “Learning Organisation”.

(c) Impact achieved the Investors in People accreditation in October 2000 with subsequent reaccreditations in 2003, 2006 and 2009. Impact achieved the Investors

in People Gold Award in 2009 and was one of the first north west companies to receive the award. Investors in People requires organisation's to establish and demonstrate clear links between the organisational aims and objectives, individual competency requirements and training and development needs and plans for addressing them.

Different Types of Training Events

The course a member of staff attend are categorised as internal or external and mandatory or non-mandatory.

External Training Event

We define an external training event as a "one off" event, whereby a member of staff has either sourced or requested a particular type of training or attendance at a conference which is specific to their particular job role, usually attending by themselves, or on occasions with another member of staff. Such events can be held within Cumbria, but often tend to be nationally held events. This is usually non-mandatory training, unless specified otherwise by the organisation.

Internal Training Event

We define an internal training event as "in-house" training, which HR have sourced and "bought in" from specialist organisations, ie. Welfare Benefits Update Training, Housing Law etc or which is provided by staff within the organisation, ie. I.T. staff, Greenways to Work staff. HR arrange the venue and co-ordinate attendance by delegates if there are several dates/venues. Internal training can often be "mandatory" training, ie. required by all or particular staff groups.

Mandatory Training

Mandatory training as organisationally required can be either training that every member of staff has to complete, eg. Equality & Diversity, Preventing Bullying at Work Policy Training, or that particular groups of staff have to complete as defined by their job role, ie. Supported Housing or Housing Staff, being required to attend Protection of Vulnerable Adults Policy Training, Child Protection Policy & Procedure Training, Energy Efficiency Training, or IFS Staff Attending Manual Handling Training etc.

Co-ordination of this training is managed by the HR Team and Line Managers as appropriate.

Non-Mandatory Training

Non-Mandatory Training is optional training that will enhance a member of staff's skills or knowledge to enable them to carry out their job role more effectively, but is not a mandatory requirement.

Training Needs/ Training Requests

You and your Line Manager will need to agree what training is appropriate for your role. This will normally be done via Induction, Appraisal and Line Management meetings; however you can raise specific training needs with your Manager at anytime.

When your employment commences you will be added to a waiting list of internal courses that all staff are expected to attend such as Preventing Bullying in the Workplace, Equality and Diversity etc. These will be arranged by HR and you will be notified of potential dates.

If the course is an external course you will be required to fill out a training request form and this will be authorised by your Line Manager and the Senior HR Officer.

Professional Qualifications/ Modular Training

Facilities for part time study and training may in appropriate cases, be made available to staff who wish to take a professional, technical or other approved qualification directly relevant to the job. Any member of staff wishing to do so should first discuss the matter with their Line Manager and then HR. Where leave of absence is granted to enable staff to attend approved day time classes, Impact shall give the following assistance:

- pay their full salary;
- reimburse all prescribed course fees and other approved educational expenses e.g. registration/exemption fees, examination fees (first attempt only), purchasing/borrowing approved equipment, books (expenditure up to a certain limit) all at the discretion of Impact;
- reimburse the cost of approved additional expenditure incurred on travelling and subsistence.

Agreement on suitable training courses/ professional qualifications should be identified through annual Appraisal Meetings and agreed with the Line Manager and the Human Resources Team. If a member of Staff is unhappy with a decision, they have recourse to the Grievance Procedure.

Examination Success

A member of staff, on receiving the results of examination successes should notify their Line Manager and when available provide copies of their certificate to Human Resources.

Study Leave

Subject to budgetary restrictions and staff cover implications etc staff will be supported to attend courses which are relevant to their jobs. Typical courses would entail day release or distance learning but it is unlikely that Impact could participate in block release courses. Some of these courses may require the member of staff to study or complete assignments away from the event.

For a course which is agreed to be relevant and useful for a member of staff's job then staff would be entitled to take time off to attend a day release course. Staff would be entitled to take this time off when they are actually on their course, but not during vacations or other periods where they are unable to attend classes. Staff studying for a course by distance learning are entitled to between 1 and 3 working weeks study leave (depending upon the nature and duration of the course) in addition to the leave outlined in (c) and (d) below. Clearly this does not cover the complexity of all courses and staff should not have to suffer significantly simply because they are learning from home.

Subject to the needs of the service, staff will generally be entitled to attend residential or other special courses agreed by the Association which occur during the week. They may be entitled to time off in lieu for weekend courses and to travel costs. Where courses start in the afternoon and carry through into the evening, staff will be entitled to time off from work for only that period which occurs during normal working hours. For scheme-based staff there may need to be special arrangements.

Permission may be given to leave work early (at a reasonable time) when essential in order to attend evening classes.

All of the above is subject to the needs of the service, and will be negotiated between the members of staff, their Line Manager and the Human Resources Team.

Where a course has exams at the end of it, leave with pay to attend examinations will be granted. Staff are allowed to take the whole day as 'examination' leave, except where the examination paper takes place in the morning and there are no further papers to be taken during that examination period for that course of study. After that examination staff may either come into work or take annual leave or lieu time. If, given the location of the examination centre and the member of staff's normal place of work it is not reasonably practicable to return to work, staff will be allowed time off with pay. Staff must agree what is the appropriate course of action to take with their Line Manager before taking exam leave.

For NVQ Level 4 and 5, and for courses of study leading to professional qualifications e.g. CIH, CIPD, CIMA etc 1 working week's study leave may be agreed.

For NVQ Level 2 or 3, GCSE etc 3/5 of a working week may be granted.

However, each case should be discussed on its merits with the member of staff, Line Manager and the Human Resources Team.

Travel to an Event & Travel Claims

Travel to an Internal Training Event

Internal training event venues are arranged by the HR Team, taking in to consideration who is attending and where they are based, to minimise travel by staff as much as possible, as well as considering other value for money factors, such as venue costs.

As has always been the case and in line with the environmental and value for money agenda, staff are asked to travel together to an event, and where possible, in the first instance with contract hire car/essential car users. Delegate lists of who is attending a particular event will be available to all the delegates, and will highlight contract hire/essential car users and how to contact them.

Staff can only use their own car to travel to an event if they are registered as a "business users", ie. have a current driving licence check, and have submitted their car documents, ie. current car insurance, confirming they are insured for business use and current MOT certificate, if the car has one or vehicle registration document if not. Car user status is recorded on the Select HR system for each member of staff, under a member of staff's Personal Details, selecting the "Car" tab. "Non Driver" definition means that a member of staff is not registered as a "business user", and is therefore not permitted to use their car in connection with any business use during the course of their work, including travel to and from a training event, even if they are not intending to claim any travel expenses. (For any further clarity or guidance please contact Heather Wilson x 2144 or Steve Holliday x 2141.)

Travel Claims

The "driver" to an internal event is eligible to claim the return travel to that event, which may include diversions if picking up & dropping off other staff (this should be recorded on the travel expense form), less their usual home to work return mileage, at their usual mileage rate, ie. contract hire car, essential or casual car user rates (from 1st April 2012 110 miles maximum can be claimed at casual car user rate then the rest must be claimed at contract hire car user rate). Any claims should be made on the usual Monthly Expenses Claim Form, noting clearly the date, venue and title of the event attended, any home to work return mileage deducted and final return mileage claimed. Free car parking is available at the majority of training venues, however, if there are car parking charges, then a receipt must be submitted with the Monthly Expenses Claim Form, noting clearly in the Expenses section of the form the details and costs of the charges incurred.

Travel to an External Training Event

External training events are often held outside Cumbria, and staff have a choice, to either:

1. Use public transport
2. Drive to the event if they are a "business user"

Use of public transport is encouraged by the organisation to reduce our impact on the environment, but its appropriateness will be determined by accessibility of departure station in relation to a member of staff's home and departure station, and training venue from arrival station, as well as public transport times in relation to course start and finish times and therefore, journey start and finish times.

Details/links to rail travel websites are:

http://www.nationarail.co.uk- for train times/journey planning/train tickets
http://www.virginrail.co.uk- for train tickets

Details/links to bus travel websites are:

http://www.nationalexpress.com– for bus times/journey planning

In line with value for money, we request that staff book any train/bus tickets as early as possible in order to secure best rates for discount tickets.

If a member of staff does decide to use public transport, then they will be responsible for organising and making the initial payments for any travel, ie. train/bus tickets. Claims for payment should be made after attendance on the event, on the Monthly Travel Expenses Claim Form (H:\forms\Travel Expenses Claim Form) and will be paid via monthly salary. However, for larger amounts we are happy to complete an additional BACs payment as soon as we are provided with an expense claim form and a receipt or confirmation of booking which will mean the member of staff is reimbursed immediately.

Travel to a train/bus station – car parking claims

Staff will be eligible to claim any return mileage from home to their departure train station, less their usual home to work return mileage, as well as any car parking charges they may incur at the station. Any claims should be made on the usual Monthly Expenses Claim Form, noting clearly the date, venue and title of the event attended, any home to work return mileage deducted and final return mileage claimed, as well as submitting the receipt for car parking charges, noting clearly in the Expenses section of the form the details and costs of the charges incurred.

If staff decide to drive to the event, staff must be “business users” as laid down in the Car Allowances section of the Handbook, from the 1st April 2012 Car Users and Essential Car Users will be able to claim 110 Miles of their round trip at their normal mileage rate and then Contract Hire Car Rate for the remainder of the journey.

Overnight Accommodation & Subsistence Allowances

The decision as to whether overnight accommodation is appropriate is based on where you live in relation to the event location, and start/finish times in relation to an estimated time you will need to leave home. General guidance regarding travel to and from an event on the same day is if the event is being held an area stretching from Glasgow & Edinburgh in Scotland to Manchester, Liverpool, York, Leeds, it is not unreasonable for staff as a “one off” to be able to travel and attend the event in the same day.

Occasionally, accommodation is included as part of the event, ie. National Housing Federation Conferences. This is included and booked by HR as part of the overall booking.

If you will require overnight accommodation and this is not included as part of the event, then staff will be responsible for booking this.

As Impact is a registered social landlord and charitable organisation we have a duty to ensure "value for money" as far as possible. If an event is being held in a hotel, the training provider has often negotiated special rates for guests attending the event, so this should be checked out in the first instance. If this is not the case, it is expected that staff shop around for reasonably priced good quality accommodation, ie. Travel Inn, Travel Lodge, Ibis, Holiday Inn Express, Campanile, Jury's Inn, considering the location of any accommodation in relation to the venue and other amenities, ie. restaurants, if the accommodation has no restaurant/evening meal service available. If staff are not sure of the location of any accommodation, then they should research this on the internet in terms of assessing the reputation of the area.

Check these websites:

Travel Lodge – http://www.travelodge.co.uk or ring 08700 850950
Premier Travel Inn – http://www.premiertravelinn.comor ring 0870 242 8000
Ibis Hotels – http://www.ibishotel.comor ring 0208 283 4550
Holliday Inn Express – www.hiexpress.co.uk
Jurys Inn- www.jurysinns.com

Late deals websites:

www.wotif.com
www.lastminute.com
www.laterooms.co.uk

With regard to other subsistence allowances you will be eligible to claim whilst attending an external training event, these have been revised as follows:

Breakfast – (if not included in the cost of the accommodation or provided for as additional payment at the accommodation) – £5.00*
Lunch - £5.00 (if not included as part of the course)
Tea/ Coffee/ Cold drinks - £4.00
Dinner - £13.00*
Out of Pocket Allowance - £3.63

*However, as has always been the case for breakfast/dinner, if you decide to eat in the accommodation restaurant you will be eligible to claim the cost of the breakfast/ dinner there, i.e. their evening meal menu (not a la carte!), plus one drink, or their usual breakfast menu – either continental or cooked. We would expect the cost of dinner in the hotel to be no more than £20.00/£25.00, and breakfast to be between £5.00 & £12.00.

Overnight Travel Claims & Overnight/Subsistence Claims

With regard to claiming the cost of any travel and accommodation, this should be included in your usual monthly expenses claim for the month you attended a course in, or you may complete a separate one just for the training if you prefer. To ensure that this claim is included in your following month's salary, please ensure it is forwarded to the Finance Team by the 6th day of the following month. Please note that you must remember to submit the receipt/tickets as proof of amount paid regarding any claims you make.

Please note that these are maximum amounts and if, for example, tea costs only £2.50, you would only be re-imbursed that amount. Again, you must ensure that receipts are submitted.

Again, dependent on timings in relation to claim submission dates for salaries, ie. the 6th of the month to be paid on the 15th of the month, in relation to the date of the event eg if you attend a course on the 10th September and would need to wait until the 15th October to be re-imbursed for any expenses, arrangements can be made for this to be reimbursed earlier if necessary if you provide copies of receipts/ booking confirmation and an expenses claim form.

Finally, if arranging your own travel & accommodation is going to be a problem for you, please contact a member of the Human Resources Team, tel: 03448 736 390 to discuss this further.

Treatment of Travelling Time & Lieu Time to Attend a Training Event

Staff may be required to attend ad-hoc seminars / training events, on behalf of the Association, but with an element of individual benefit as well, which requires possible early departures and late returns for the staff involved. In some instances, this may require staff to travel on a Sunday, when an event has an early start on a Monday. On these occasions, if Sunday is not a normal working day, or if travelling time is outside normal working hours, or is longer than the normal home to work travel time, then Impact will compensate with lieu time, the full period of travel time undertaken "out-of-hours". As an example, if an office-based staff member is required to attend a training event in London, which requires a departure the previous day. A train leaves Carlisle at approximately 15.00, arriving in London at approximately 18.50. Lieu time should be given for travelling time outside normal working hours, i.e. for the 1 hour 50 minutes after 5pm, but no further lieu time would be allowable for time spent in London during the evening. Similarly, if on the return journey the employee doesn't arrive back to Carlisle until 21.30, then that time is claimable against lieu-time, less the normal home to work travel time.

Equally, if an employee is attending an event commencing in Liverpool at 9am, which requires them to depart from home at 6.30am, to reach the event in time, then they are eligible to claim the full 2 ½ hours lieu time for the one way journey, less their normal home to work travel time. This is because our general rule is that staff should normally not have to travel for more than 2 hours on the same day, to reach an event – prior to 9am, or after 5pm. The alternative being that they could have travelled the day/evening before and incurred overnight costs, that would have been chargeable to the Association. We therefore try to be reasonable in the treatment of

travel time for attendance at events away from the normal place of work, whilst recognising that there is almost always some benefit to staff in attending training events. In return, we expect staff to be reasonable and flexible in meeting organisational requirements.

Personal Safety whilst Attending Training

Your personal safety is our key concern, whilst attending a training event we do not expect you to book accommodation somewhere where you would not feel safe or to take a mode of transport that you believe would put your personal safety at risk.

Pre plan your travel as far as is feasible i.e. when you get off the train/ bus etc how will you reach your accommodation and training venue? Ensure that you are not rushing between connections as there can be long waits for the next one to arrive. Even if you have prepared thoroughly for your journey, circumstances outside of your control can occur meaning delays, diversions and cancellations that affect your travel arrangements therefore ensure you have a contingency plan available.

Be aware that in many larger cities pick pocketing is rife. Ensure you keep all valuables close to your body and bags zipped up and with you at all times.
If you are travelling alone then agree with a colleague that you will phone them at a set time to let them know you have arrived at your accommodation or training venue and then again to let them know you are beginning your journey back home. Please refer to Impact Housing Lone Working policy for full details of the Buddy Scheme.

Training Evaluation

It is extremely important to evaluate training courses attended to ensure value for money and quality training is being obtained. This is your opportunity to let us know if there were issues with the venue, provider, and course content etc so that we can change these for future events.

From these evaluations HR provide the trainer with feedback to improve their delivery of future course and where required can take forward any complaints raised and request reimbursement from the company and/ or change the provider for future courses where appropriate.

Repayment of Training Costs

Impact reserves the right to request the member of staff to repay any financial assistance given in the following circumstances:

(a) the person fails to complete the course

(b) the person leaves Impact during the course

(c) the person leaves Impact within 2 years of acquiring the qualification.

(d) The person takes study leave but does not submit an assignment or attend an exam.

The basis of calculating the amount to be repaid will be the unexpired period of 2 years, from the date of the completion of the training, i.e. x/24 representing the uncompleted months of the 2 year period.

Note Nobody will be required to repay any expenses incurred for internally provided training courses, which were necessarily provided for the development or skills updating of an employee. This condition only therefore applies to externally provided training, delivered outside of the organisation.

Appraisals

This scheme is based on one-to-one line management appraisal.

Formal annual appraisals are undertaken by Line Managers once a year during January/February. In addition there is Line Management contact in the intervening periods, on average at 4 to 6 weekly intervals. This should cover routine management issues, but also any areas of concern that need to be raised about performance, attitude or behaviour. This should mean that no surprises will emerge at the appraisal meeting that have not been aired on other occasions – i.e. at routine line management meetings.

The main purposes of the appraisal process are threefold:

- To review what has gone well and not so well over the previous 12 months;
- To identify and prioritise targets and objectives for the forthcoming 12 months; and
- To identify any training and development, or competency development needs that the review and planning exercise have highlighted and plan how they are going to be addressed.

Line Management can operate in different ways in different parts of the organisation. This is not wrong, and it recognises that different managers have different ways of operating. As long as it is working and achieving the expected outcomes then a prescriptive approach is not required. Where it is not working and achieving the expected outcomes then a review is required.

Appraisal Guidance for Employees

The current expectations of employees are now as follows:

- Everyone will be appraised once a year, in addition to the regular line management meetings (every 4-6 weeks).

- Normally appraisals will take place between early January and the end of February. Individual managers will be accountable for ensuring that all of their appraisals are completed within the agreed timescales. Only managers who have been given an agreed extension by the HR Director will be allowed to undertake appraisals after this date.

- We have a simplified appraisal process for Cleaners, Bank Staff and volunteers. The forms can be found on the H Drive in the Forms folder.

- Your manager will agree with you a mutually acceptable time and place to conduct the appraisal meeting. The venue will be private, and you should ensure that you will not be interrupted during the period agreed. You need to prepare for the process by completing the electronic appraisal form via Select HR, to view the guidance notes for this process please look at your Select Guidance notes (hyperlink). Managers will not complete the form for you - although they are also expected to be adequately prepared for the meeting as well.

- You need to ensure that you provide adequate time to allow for the appraisal. In most circumstances, this is likely to be between 1 ½ and 2 hours – although you may need to allow longer, if there are any contentious issues to discuss.

- Your preparation should focus on issues that are relevant to the process. This will normally include a dialogue about;

  - What has gone well over the last 12 months? – referring to key tasks, targets and objectives previously agreed;
  - What could have gone better – and what have you learned from these experiences?
  - What are the key targets and objectives that need to be agreed for next year? What priority do they have, and within what timescales do they need to be achieved?
  - How have things gone with the competency development areas from last year? Which attitudes and behaviours have you attempted to change?
  - What are the 3 competency areas that you are going to improve your performance in – over the next 12 months?
  - Are there any changes to your job description that need to be recorded?
  - What personal development have you undertaken over the last 12 months, and did it deliver what was agreed as necessary? and, finally;
  - What further personal development – if any, is needed over the next 12-month period?
  - Your Key Performance indicators to work towards in the next twelve month period. These individual KPI's should be "SMART"*, and should be relevant, and understandable, whilst at the same time being challenging.
  - There should be a clear "line of sight" between Impact's Key Strategic Objectives / Impact Business Plan / Organisational / Team Annual Plans and the individual KPI's agreed for each employee. (The so called "golden-thread")
  - Those staff teams that have been using "SMART" KPI's for some time do not need to re-invent the wheel; managers' just need to be clear that they are appropriate and meet the new expectations.
  - Anyone not sure about what sort of KPI's should be being considered for their can seek advice from either a more senior manager, or the Audit and Performance Manager.

There should not be any surprises, sprung at the appraisal meeting. The appraisal is a continuation of the line management process, and difficult items should have been routinely raised during the regular line management meetings. If they haven't the appraisal might not be the right event to raise them. If you have concerns about the appropriateness of raised issues at the appraisal meeting then you should tell your manager about your concerns. If for any reason you don't feel able to do so, please feel free to contact Pam Stainton or myself to discuss the areas of concern.

The appraisal process along with regular line management meetings, enable you to develop your relationship with your manager. This is a key objective of the process and should not be ignored. The softer, relationship issues are just as important as a focus on tasks, targets and meeting objectives.

In terms of the conduct of the appraisal itself, you can expect the following:

You will be allowed the space to tell your manager about how you perceive things have been going; equally, your manager is also expected to give you their opinion about how they perceive things are going;
It is not unusual that these opinions may be different and the appraisal is a forum for these differences to be explored. However, if there are any areas of concern then these should have been raised with you prior to the appraisal through the normal line management meetings.
All of the areas listed at the top of this page will be raised. Prior to the meeting you need to have:

- Completed the new appraisal form;
- Thought through what competency areas you should focus on for the next 12 months;
- Considered whether there has been any substantial amendments to my job description that requires amendment;
- Ensured you have thought about any issues of concern that you need to raise with your manager at the appraisal meeting.
- Thought about what might be appropriate KPI's / Measurable areas for improvement – taking account of your job role, for inclusion in this year's appraisal process.

Appraisal Guidance for Managers

Individual managers will be accountable for ensuring that all of their appraisals are completed within the agreed timescales. Anyone who thinks that they will not be able to complete them by the end of February needs to speak to their Service Director to outline the reasons why. The Service Director will speak to the HR Director about the possibility of an extension to the normal timescales.

Undertaking appraisals, should not be a daunting process, and can be quite enjoyable if adequate preparation and thought is put into what needs to be covered. Our current expectations of managers are as follows:

- All members of each staff team will be appraised once a year, normally between early January and the end of February. In the event that you are

likely to be recommending the withholding of an annual increment, or recommending additional payments then HR needs to know, by no later than the start of March each year.

- We have a simplified appraisal process for Cleaners, Bank Staff and volunteers. The forms for this can be found in the Forms folder on the H Drive.

- Managers should agree with their individual employees a mutually acceptable time and place to conduct the appraisal meeting. The venue should be private, and you should ensure that you will not be interrupted during the period agreed. You should set up the appraisal via Select HR (see Select guidance notes for further information) and confirm to each employee, the need for them to prepare for the process by completing the electronic pre-appraisal form. Managers should not complete this form themselves - although you will have the opportunity to view the pre-appraisal form when completed by the employee and prepare for the meeting.

- Managers need to ensure that they provide adequate time to conduct the appraisal. In most circumstances, this is likely to be between 1 ½ and 2 hours – although you may need to allow longer, if there are any contentious issues to discuss.

- You should focus on issues that are relevant to the process. This will normally include a dialogue about;

- What has gone well over the last 12 months? – referring to key tasks, targets and objectives previously agreed;
- What could have gone better – and what has the employee learned from these experiences?
- What key targets and objectives need to be agreed for next year? What priority do they have, and within what timescales do they need to be achieved?
- How have things gone with the competency development areas from last year? Which attitudes and behaviours have you attempted to change?
- What are the 3 competency areas that you are going to improve your performance in – over the next 12 months?
- Are there any changes to your job description that need to be recorded?
- What personal development have you undertaken over the last 12 months, and did it deliver what was agreed as necessary? and, finally;
- What further personal development – if any, is needed over the next 12-month period?
- Key Performance Indicators to meet over the coming year. There should be a clear “line of sight” between Impact’s Key Strategic Objectives / Impact Business Plan / Organisational / Team Annual Plans and the individual KPI’s agreed for each employee. If you would like advice on suitable KPI’s please speak to a more senior manager or the Audit and Performance Manager.

NB - Please don’t leave it until the day before you are due to undertake the appraisal meeting to be seeking any advice needed. Each employee needs to play a

part in determining appropriate KPI's, and being very clear that their performance will be assessed against how they do in achieving them.

There should not be any surprises, sprung at the appraisal meeting. The appraisal is a continuation of the line management process, and difficult items should have been routinely raised during the regular line management meetings. If they haven't the appraisal might not be the right event to raise them. If in doubt about the appropriateness of raising issues at the appraisal meeting please speak to Pam or myself.

The appraisal process, along with regular line management meetings, enable you to develop your relationship with the individual members of the staff team. This is a key objective of the process and should not be ignored. The softer, relationship issues are just as important as a focus on tasks, targets and meeting objectives.

In terms of conducting the appraisal itself, you may wish to refer to the training you have received on appraisals or Impact now has many experienced managers and dedicated HR staff familiar with our appraisal scheme, and thoughts on how to tackle different issues. If you would like a different viewpoint about how to raise / tackle an issue at an appraisal session, please feel free to contact either the Senior HR Officer or HR Director for some advice. If we can't directly help you, we will be able to put you in contact with an appropriate manager, who you can use as a sounding board.