

# Heritage Care at Home Ltd

## Staff Appraisal, Supervision and Development Policy

Policy reviewed and valid from: 01/01/20



### Introduction

Heritage Care at Home Ltd is constantly analysing and identifying different kinds of 'Customer' needs in order to target its services and resources appropriately. Responsiveness to individual Customer needs is now crucial to our success. Knowing how to be responsive, in different roles and jobs throughout the organisation, is therefore the principal focus of our appraisal, supervisory and training processes.

Heritage Care at Home Ltd needs to ensure that it works within a culture which stresses the need for high individual and team performance, of customer care and of quality service, the efficient and effective operation of management systems and the successful operation of services are therefore the three outcomes Heritage Care at Home Ltd expects from its investment in this policy.

### Employee Development Mission

Heritage Care at Home Ltd believes that the most effective learning comes from experience and that individuals and the organisation derive most benefit from a situation where people take responsibility for their own training and development, with the primary place for this being the work environment.

The mission is that appraisal, supervision and training at Heritage Care at Home Ltd will:

- occur at the right time
- be accurately focused on the needs of the organisation
- be driven by the individual and their line manager
- deliver people who are effective and proficient in their job
- increase the motivation of people to constantly improve their performance

### Employee Development Policy

The policy is that:

- Every individual should take responsibility for their own continuous development and training, since these processes are something people can do themselves rather than have applied to them by 'experts'
- Every manager must support the development of their staff; this is an integral part of their job on which they will be assessed.
- Learning and work should be integrated
- Development and training should take place mainly on the job
- The development of people must be a fundamental, not an additional, activity
- Development and training must lead to visible changes at work

### Annual Appraisal Policy and Procedure

Heritage Care at Home Ltd has set out its Appraisal Policy and Procedures for Probationer Staff.

The Appraisal Procedure outlined below will apply to existing staff and those who satisfactorily complete their probationary period of employment.

### Policy Objectives of Annual Appraisal

- Appraisal of current work performance
- Work planning for the next period
- Diagnosis of learning needs

## **Annual Appraisal Procedure**

The appraisal will involve a review of the extent to which the employee and manager feel the employee has appropriately addressed the tasks identified in the Action and Personal Development Plan agreed at the previous annual appraisal.

This will involve addressing:

- The employee's achievements during the year
- Consideration of the reasons why any action targets have not been met (if any)
- What resources the employee/manager would identify which would improve performance

(Where substantive issues of disagreement arise these should be noted and referred to a Director or appropriate third party acceptable to both the employee and manager, for arbitration and resolution).

Both parties will then complete the Action Plan for the forthcoming year which should clearly reflect organisational priorities as set out in the Annual Business Plan and seek to build on identified strengths and / or correct acknowledged shortcomings on the part of the employee or organisation.

The agreed Action Plan will form the basis and guide the construction of the employee's Personal Development Plan for the forthcoming year.

Annual appraisals should be seen as essential employee development tools. They are in no way related to the Disciplinary Policy and Procedure of Heritage Care at Home Ltd which clearly sets out the grounds on which this can be initiated.

## **Supervision Policy & Procedure**

The 'action plan' agreed at the initial or annual appraisal should form the basis for subsequent supervisory meetings between staff members and their manager. Such meetings should include a review of progress made on implementing agreed actions and the success, failure or need to re-define particular actions.

In addition, Heritage Care at Home Ltd has established the following policy objectives for supervision which are that staff should:

- Be clear about the scope and content of their jobs and the results they are expected to achieve
- Know how they are progressing and where they stand and have their achievements recognised
- Be informed and consulted about their personal development and planned organisational changes which are likely to impact upon them particularly or generally as members of the staff team
- Be able to communicate with their immediate manager about personal progress and about work related issues generally
- Assist corporate planning by providing information about their skills and experience

## **Supervision Procedure**

Supervisory meetings should be planned exercises and prepared for by both the manager and employee. Such meetings should always be arranged in advance and the main agenda items agreed by both parties before these take place. Where unscheduled meetings are necessary between line managers and staff the timing and purpose of these should be mutually agreed and should not, unless specifically agreed, be seen as part of the formal supervisory process.

It is the responsibility of line managers to agree the frequency of Supervisory Meetings. The minimum requirement is that these should be held on a quarterly basis. It is the responsibility of staff members to ensure their availability for such meetings.

### **Training Policy**

The Employee Development Policy sets out broad principles which will apply to Heritage care at Home Ltd's approach to the training of staff. The specific Training Policy Objectives are that investment in this area will be directed to:

- Induction and basic training
- Improvement of current work performance by staff
- Responding to the demand of Heritage care at Home Ltd's Annual Business Plans and changes in the workplace
- Ensuring effective continuous development and career planning

### **Training Procedure**

#### New Employees

When asked to approve the creation of a new post or recruitment to a vacancy within the existing establishment, the Directors must be furnished with the proposed Job Description, Personnel Specification and details of the Induction Programme Plan for the post holder. All of these items require the approval of the Directors before a post may be advertised.

Similarly, where it is proposed that the Job Description for an existing staff member or post be amended, details of any resulting training needs and how these will be met should be submitted for review and approval.

This procedure supports the commitment by Heritage Care at Home Ltd to ensure that staff development is a fundamental activity.

#### Existing Employees

The training requirements/needs of individual staff members will be determined at either an initial or annual appraisal meeting with their manager. Details of all training required should be notified to the Registered Manager with proposals about how the necessary training is to be provided. This will allow for both common and special requirements to be identified across the organisation, for training to be provided in the most cost-effective manner and in a way which is consistent with the Employee Development Policy of Heritage care at Home Ltd.