



**C R A I G D A L E**  
**HOUSING ASSOCIATION LTD**  
Craigdale: The Home of Good Housing

83/85 Dougrie Road, Castlemilk, Glasgow, G45-9NS, T: 0141-634-6473

## Staff Personal & Development Policy

AS WITH ALL OF THE ASSOCIATIONS POLICIES, THIS GUIDE IN FULL AND IN PART IS AVAILABLE IN SUMMARY, ON TAPE, IN BRAILLE AND IN TRANSLATION INTO MOST OTHER LANGUAGES – PLEASE ASK A MEMBER OF STAFF IF YOU WOULD LIKE A VERSION IN A DIFFERENT FORMAT

Date of Policy Review: 15.04.19

Date of Board Approval: 29.04.19

Next Review Date: 2022

## 1.0 BACKGROUND

1.1 The Association is committed to having a formal framework for appraising the performance of Staff and developing its Staff. The Association's Business Plan, 2019 to 2022 sets out our four Strategic Objectives. These are:

- ✓ Deliver Excellent Housing & Related Services
- ✓ Strengthen our Communication & Engagement with Tenants & Customers
- ✓ Continue to Strengthen our Governance
- ✓ Continue to Ensure Strong Financial and Risk Management

Our Staff Personal & Development Policy (herein referred to as Policy) links directly to the delivery of the Association's Strategic Objectives.

1.2 Our Policy aligns directly with the Association's Vision and core values and behaviours, which has a direct link to the key competencies Staff are expected to achieve. Our core values are:

- ✓ **RESPECT:** We will treat people with courtesy, politeness and kindness; recognizing that people have rights, opinions and experiences.
- ✓ **OPENNESS:** We will be transparent and accountable in all our actions and decision making.
- ✓ **TRUST:** We will be honest; objective; consistent; open and lead by example in everything that we do.
- ✓ **LISTENING:** We will actively listen to what people tell us and we will remain neutral.

1.3 The main objectives of an appraisal system are usually to review all member of Staffs' performance and potential. Craigdale believes that appraisals can benefit both employers and Staff by improving job performance; by making it easier to identify strengths and weaknesses and by identifying the potential for Staff development.

1.4 In addition to the annual appraisal, the Association is committed to an ongoing appraisal and development process throughout the year in the form of regular "Support and Supervision" meetings between the employee and the line manager. Support and Supervision meetings by their nature are likely to be shorter, more short-term in their focus and emphasise operational issues and pressures. Reference should be made the Association's procedure guide on Support and Supervision meetings.

- 1.5 The Association is committed to ensuring all staff receive an annual appraisal, regular Support and Supervision. This will normally be carried out by the Staff member's immediate line manager.
- 1.6 The Association's Director will also receive an annual appraisal as per this Policy and the Association's Chairperson, normally supported by another governing body member will be responsible for carrying this out. The Chairperson may seek external support from an appropriate organisation to assist in the delivery of this commitment.
- 1.7 Our Policy is not linked to Staff pay or salary gradings, however EVH (Employer in Voluntary Housing) grading guidelines will be considered in any discussion with a member of Staff in relation to duties they currently perform or may perform in the future.

## **2.0 COMPLIANCE WITH REGULATORY STANDARDS & LEGISLATION:**

2.1 This Policy complies with:

2.2

2.2.1 The Scottish Housing Regulator's Regulatory expectations in terms of ensuring members of staff have the appropriate skills and experience to deliver their roles, meet organisational objectives, advise the Board and ensure good service outcomes for tenants and other service users.

2.2.2 Appropriate employment, equalities and human rights legislation.

## **3.0 OBJECTIVES OF A STAFF PERSONAL & DEVELOPMENT POLICY**

- 3.1 The main objective of our Policy is to support the Association in being an excellent employer and to support staff in developing their own performance and development expectations. It also provides assurance to the Association's governing body, the Board, that its Staff, in carrying out their roles are supporting the Association to deliver its Strategic Objectives.
- 3.2 Other Policy objectives include providing feedback to Staff on performance, assessing competencies, improving communication, understanding training needs, clarifying roles and responsibilities, succession planning and to understand the abilities of a member of Staff for further growth and development.
- 3.3 Our staff appraisal and development process aims to ensure that Staff:
  - Feel valued and motivated
  - Achievements are recognised, discussed and agreed with the line manager
  - Performance is recognised and discussed
  - Talent is recognised, developed and where possible retained
  - Individual objectives and priorities are set and agreed in line with the Association's Strategic Objectives and the competency framework that underpins the appraisal process

- 3.4 Learning and development needs are identified and agreed to meet the business objectives and to support the competency requirements to achieve those objectives.
- 3.5 Progress in achieving agreed objectives, priorities and competencies is monitored through the Support & Supervision meetings.

#### **4.0 COMPETANCY BASED PERFORMANCE AND DEVELOPMENT**

- 4.1 Our appraisal process also uses a competency-based framework, which focusses on behaviours as well as giving the opportunity to discuss performance, objectives and priorities. Behaviours are key to achieving the Association's values and objectives.
- 4.2 There are seven competency areas within the appraisal process, and these are:
- Organisational awareness
  - Communicating effectively
  - Effective team working
  - Developing yourself
  - Delivering Customer Excellence
  - Planning, organising and achieving success
  - Demonstrating professional values
- 4.3 The competency framework is intended to be flexible and reflects the organisational culture and values.

#### **5.0 THE STAFF PERSONAL & DEVELOPMENT PROCESS**

- 5.1 An appraisal and development meeting will be held annually with each member of Staff and carried out by their immediate line manager. This is an important meeting and will be reflective; looking back over the previous year as well as looking forward to the year ahead.
- 5.2 The annual appraisal will be supported by a formal Staff Personal & Development Form which will seek to standardise the approach to appraisals and provide a formal record of the annual appraisal that sits on the individual staff member's personnel file. A template for the Staff Personal & Development Form is attached as Appendix 1.
- 5.3 The appraisal form should be fully completed and sent to the line manager at least 5 working days before the appraisal meeting.
- 5.4 In preparing for the appraisal, the line manager will reflect and be prepared to discuss objectives, performance, learning and development, achievements and expectations for the year ahead.
- 5.5 The Line manager will give the member of Staff a copy of the signed Appraisal Form for their own records and a copy will be given to the Director. The original forms will be

scanned into the Staff Member's personnel file in accordance with our data protection processes.

## **6.0 STAFF LEARNING & DEVELOPMENT PLAN**

6.1 In addition to providing a performance, competence and development framework for individual members of Staff, the Association will use the outputs from the annual appraisal process to identify Staff members learning and development needs within the Association. The Association's Corporate Services Committee will consider an annual Staff Learning and Development Plan that will in part be based on the individual's training needs identified in the annual appraisal process as well as the needs of the Staff team. The Plan content will also be influenced by corporate priorities identified by the Management Team and the Board.

## **7.0 MONITORING OF STAFF PERSONAL & DEVELOPMENT PROCESS**

7.1 The Director will report the outcome of the staff appraisal and development process to the Corporate Services Committee on an annual basis and will highlight any changes that may be required to the appraisal process/policy. Reference will not be made to individual members of Staff.

7.2 The Association carries out an annual independent staff survey, the outcome of which is also reported to the Corporate Services Committee, including any areas for improvement.

7.3 In addition, as an accredited Investors In People (IIP) employer, Board Members will also receive validation of its commitment to staff development and its role as an employer from the annual IIP assessment process.

## **8.0 EQAULITIES & HUMAN RIGHTS**

8.1 We are committed to meeting our equality duties and working in a way that promotes equality and human rights. We will try to ensure our Board and Staff team is representative of the communities it serves in respect of Protective Characteristics.

## **9.0 APPEALS**

9.1 If a member of Staff is not satisfied with the outcome of their annual appraisal or mid-year review, they should in the first instance try to resolve the matter directly with their line manager.

9.2 If the matter cannot be resolved, the member of Staff should refer to the Association's Grievance procedure.

## **10.0 REVIEW**

10.1 All Staff will be consulted on the development and review of this Policy.

10.2 The policy will be revised every 3 years by the Board or earlier if required.



## Annual Staff Personal & Development Form

Staff Member's Name:

Job Title:

Line Manager's Name:

Job Title:

Date of Appraisal:

*Please complete this form and pass it to your line manager at least 5 working days before your appraisal.*

<b>What has been your role in supporting the delivery of the Association's Strategic Objectives within the Business Plan 2019 to 2022?</b>	
<b>1.</b>	<b><i>Objective 1: Deliver Excellent Housing &amp; Related Services</i></b>
<b>2.</b>	<b><i>Objective 2: Strengthen our Communication &amp; Engagement with Tenants &amp; Customers</i></b>
<b>3.</b>	<b><i>Objective 3: Continue to Strengthen our Governance</i></b>
<b>4.</b>	<b><i>Objective 4: Continue to Ensure Strong Financial and Risk Management</i></b>

<b>What has been your role in supporting the delivery of your team's objectives within the Operational Delivery Plan?</b>	
<b>1.</b>	
<b>2.</b>	
<b>3.</b>	
<b>4.</b>	
<b>5.</b>	

**What has been your progress against previously agreed personal objectives? (List from last year's appraisal)**

1.

2.

3.

4.

5.

**What has gone well during the last year and why?**

**What has gone less well during the last year and why?**

**List the training & development you have undertaken during the past year.**

*..... noting the what the learning/development was, when did it take place, who provided it and whether, or not you found it beneficial.*

1.

2.

3.

4.

5.

**Has your job changed substantially since your last appraisal? YES/NO**

*If yes, please provide comments.*

**Does your job description say what your job is all about? YES/NO**

*If no, please provide comments.*

**Do you feel your job description needs to be reviewed? YES/NO**

*If yes, please provide comments.*

**You are expected to meet the following 7 organisational competencies.**  
*Please give examples of how you meet each competency and note any areas for improvement you may have.*

<b>1.</b>	<b><i>Organisational awareness:</i></b>
<b>2.</b>	<b><i>Communicating effectively:</i></b>
<b>3.</b>	<b><i>Effective team working:</i></b>
<b>4.</b>	<b><i>Developing yourself:</i></b>
<b>5.</b>	<b><i>Delivering customer excellence:</i></b>
<b>6.</b>	<b><i>Planning, organising &amp; achieving success:</i></b>
<b>7.</b>	<b><i>Demonstrating professional values:</i></b>

**Leadership & Management:**

*This section should only be completed by the Director & the Management Team. Please give examples of how you meet each of the following leadership & management competencies noted in the Person Specification for your job role.*

<b>1.</b>	<b><i>Well-developed leadership &amp; motivational skills:</i></b>
<b>2.</b>	<b><i>Ability to deal with change management:</i></b>
<b>3.</b>	<b><i>Develop an effective Management Team:</i></b>
<b>4.</b>	<b><i>Develop a good working relationship with the Governing Body:</i></b>
<b>5.</b>	<b><i>Empowering the governing body to control the organisation:</i></b>
<b>6.</b>	<b><i>Alignment of personal values to the Associations:</i></b>



List your work objectives for the coming year, taking into account the Strategic Objectives; Operational Delivery Plan objectives; your own performance and organisational competencies. You should also note the date you plan to achieve these by and if other people will be involved.

	<b>Objective 1</b>	<b>Target Completion Date</b>
	<i>(insert narrative about how you plan to achieve the objective)</i>	
1.		
2.		
3.		
4.		
5.		

What do you see as your individual learning, development & support needs over the coming year?

1.	
2.	
3.	
4.	
5.	

**Additional/overall comments regarding your performance & development:**

**Staff Member:**

**Line Manager:**

Can you please note down one thing that you really like about your job or Craigdale Housing Association and one thing that in an ideal world you would like to see changed.

**1. One thing you like:**

**2. One thing you would change:**

**Are you happy to sign off your appraisal? YES/NO**

*If no, please provide comments*

**Signatures:**

<i>Staff Member:</i>		<i>Date:</i>	
<i>Line Manager:</i>		<i>Date:</i>	