NATIONAL INSTITUTE FOR HEALTH AND CLINICAL EXCELLENCE

SPECIAL HEALTH AUTHORITY

Performance Management Policy and Procedure 16 March 2006

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1 Introduction

1.1 The performance management policy has the following purposes:

- To ensure that the Institute is able to meet its corporate aims and objectives and deliver its services to a high standard through effective performance management, support and development of its employees
- To support the effective learning and development of individuals and teams in a variety of ways throughout their careers with the Institute and ensure adequate resources are available to support such learning
- To provide additional support to new employees joining the Institute or to those employees taking on new roles during their first year in post
- To ensure that managers and employees work in partnership to ensure that there is a good understanding about what is required within a post and to help develop individuals so that they can be effective in their work
- To ensure that managers take responsibility for ensuring that adequate time and space is made available for their individual employees to meet their development needs
- To promote equality for and diversity of all employees – with every employee using the same framework, having the same opportunities for learning and development open to them and having the same structured approach to learning, development and performance review

1.2 The performance management policy brings together the NHS Knowledge and Skills Framework (KSF) review process with annual appraisal and performance review, and describes the process to be used for:

- Ongoing performance management
- Performance review: bi-annual formal performance review meetings, supplemented by more regular informal meetings between line managers and their employees
- Probationary review procedures for new employees
- NHS Knowledge and Skills Framework (KSF) Gateway reviews, which are part of the national Agenda for Change (AfC) programme which all NHS organisations must comply with, and have a potential impact on pay progression

Short Performance Management Reference Guides for Line Managers, Employees and 'Grandparents' (see section 6.5) are available in the 'Policies and Procedures' section of the 'About HR at NICE' part of the Intranet.

1.3 Training will be provided for all line managers and employees on how to conduct performance review and KSF gateway review meetings. Staff in the HR team are also available to assist with all aspects of performance and management.

1.4 There are special arrangements for employees who are subject to pay protection as a result of assimilation to AfC terms and conditions. As soon as possible during the period of protection, the skills, knowledge and role of employees subject to pay protection will be reviewed by line managers to establish whether they can be re-assigned to a higher weighted job or offered development and training to fit them for a higher weighted job.

2 Ongoing performance management

2.1 It is good practice and line managers are expected to meet on a regular basis with their employees to review performance and ensure that objectives are still relevant, and not only on a bi-annual basis for formal performance review meetings. It is important to keep a record of any significant discussions which relate to performance (both positive as well as negative) and as with any other records relating to individual employees, the records must be returned to the HR department for the relevant personnel file/s. All performance review records are confidential to the individual, their manager, the Director of the Centre/Directorate and the HR department.

2.2 If any issues are identified in the individual's work or development during the year, these should have been addressed at the time they arise and should **not** be left until the performance review meeting. Any disciplinary issues must be dealt with by using the Disciplinary policy (see 'Policies and Procedures' section of the 'About HR at NICE' part of the Intranet for further information). An important guiding principle of the performance management process is 'no surprises'.

3 Performance review

What is the performance review process?

3.1 The performance review process is an ongoing cycle of review, planning, development and evaluation for individuals against the demands of their posts (as set out in the annual business plan for the Institute and as described in the NHS KSF outline for each post).

3.2 Performance review meetings combine the requirements of the new ***NHS KSF review process*** (with the exception of ***KSF gateway review*** meetings) with ***annual appraisal***:

- **Annual appraisal** focuses on agreeing objectives and priorities, defining expectations which are linked to organisation and team performance and reviewing previous performance and personal development needs
- The **KSF review** process focuses on the individual employee's ability to meet the competencies required for a specific role as set out in its KSF post outline and personal development needs.

3.3 The performance review process has four stages:

Stage 1 Performance review meeting

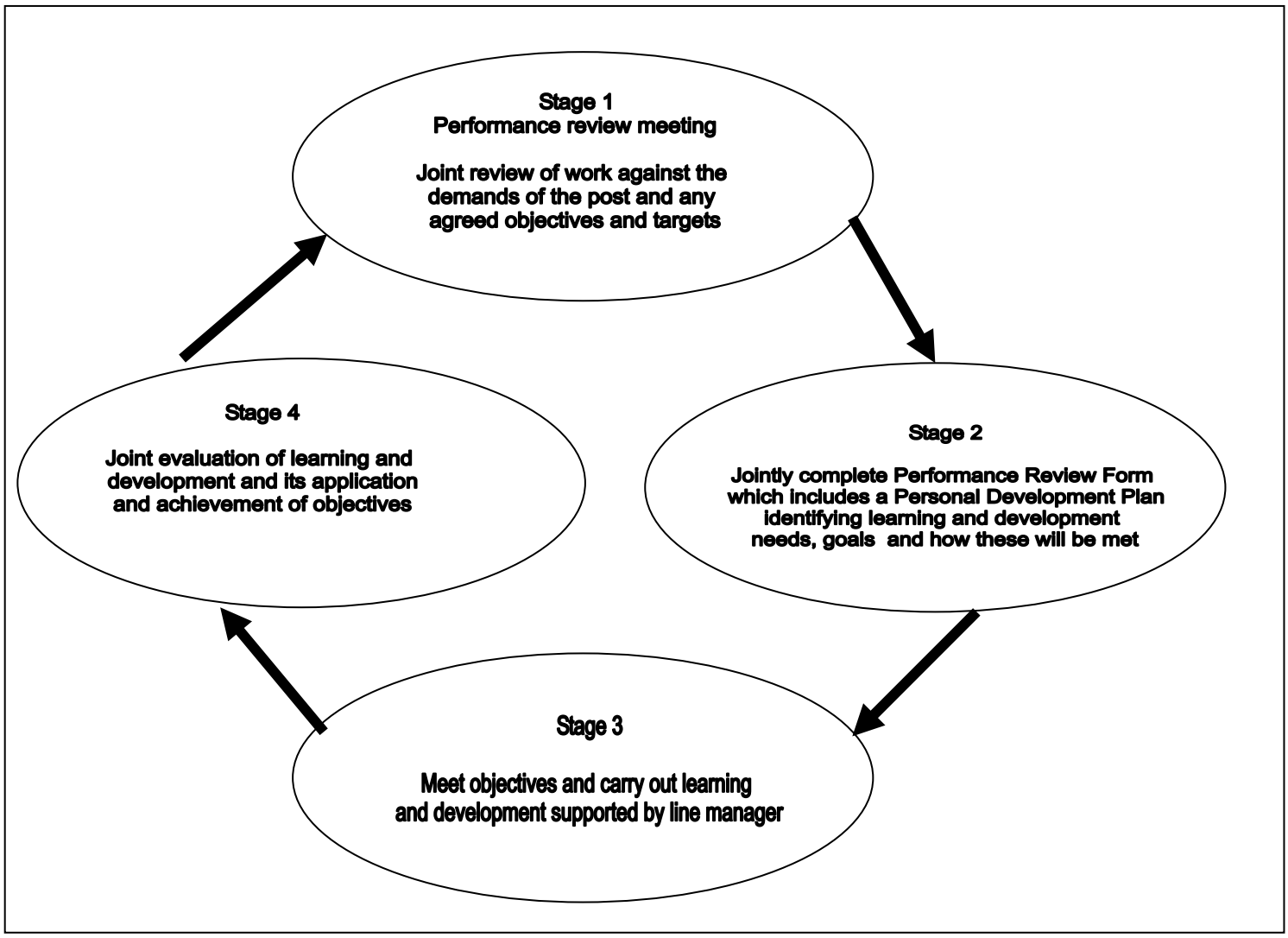
Stage 2 Agree objectives and Personal Development Plan (PDP)

Stage 3 Meet objectives and carry out learning and development
This is the doing stage where the actions agreed in the *Performance Review Form* are put into place and appropriately recorded.

Stage 4 Evaluate achievement of objectives and of learning and development that has taken place since the last review meeting and how it has been applied by the individual in their work. This is done on an ongoing basis and in preparation for the performance review meeting.

The cycle then starts at (1) again.

This is illustrated in the following diagram:



3.4 The first time that any individual employee is introduced to the performance review process it should be fully explained to them and the appropriate learning and development offered. Some employees might need additional support to understand and make best use of what the performance review process has to offer them.

How should line managers and employees prepare for performance review meetings?

3.5 Preparation for performance review meetings will include collecting and assessing the quality of evidence to demonstrate achievement of objectives set at earlier review meetings and development of skills and knowledge to meet the requirements of the KSF post outline.

3.6 Line managers and employees should both:

- set aside protected time for the performance review meeting (allow 2 hours, although meetings will not normally last more than 90 minutes)
- agree the time, location and venue for the meeting at least 4 weeks in advance of the meeting to allow sufficient time for preparation and try not to change the date as this will undermine the process
- select a venue where they will not be disturbed by phone calls or visitors
- make sure that they are fully prepared for the process including having the right materials available at the time (such as the job description and KSF outline for

the post, previous performance review and KSF gateway review documentation and evidence of the individual's work against the objectives and KSF outline for the post)

- complete sections 1.1, 2.1 and 3 of the *Performance Review Form* or, in the case of a KSF gateway review meeting, section 1.1 of the *KSF Gateway Review Form* (see Annex 6 for copies of both forms).

3.7 Preparation for the performance review meeting will also include evaluation by the employee of learning and development opportunities to:

- reflect on the effectiveness of the learning and development in developing knowledge and skills
- identify how their learning has improved their application of knowledge and skills in their post
- provide feedback to the organisation on how the learning and development could be improved.

3.8 The collection and assessment of evidence and evaluation of learning and development will form the starting point for the performance review meeting and will lead into updating the individual's PDP. This means that each year, an individual's performance review and development builds on previous years, and the experience of what has worked and what has not in the past. As the process takes place over time, individual employees and their line managers will have a better understanding of the learning and development that is effective for that individual, where their strengths lie and the valuable contribution they make to the organisation.

3.9 Further information on the activities which line managers and employees should carry out to prepare for performance review meetings can be found in Annex 1. Annex 2 provides further information on gathering evidence.

What happens at performance review meetings?

3.10 Performance review meetings include the following components:

- A joint review between the individual and their line manager of the individual's **achievements** in the previous year and how s/he is developing in relation to the duties and responsibilities of their post
- A joint review of performance against **agreed objectives** and targets agreed previously
- A joint review of **knowledge and skills** application against the dimensions and levels described in the KSF outline for the post which the employee holds[1]. The KSF outline can be updated or altered if required.
- A joint review of **personal development** since the last performance review meeting as set out in the individual employee's review of personal development (Section 3 of the *Performance Review Form*)
- Joint agreement on **objectives for the coming year** linked to team, department and organisational objectives and the individual's KSF post outline
- Joint agreement of a **PDP** which identifies the individual's learning and development needs and goals for the next year, and how these will be met, subject to available resources

3.11 Further information on how to conduct a performance review meeting is available in Annex 2. The performance review meeting must end in informed agreed decisions between the employee and their line manager (see sections 1.2, 2.2, and 6 of the *Performance Review Form* or, in the case of gateway review meetings, sections 1.2

[1] Further information on the KSF and post outlines is available at: http://niceintranet/pages/working_at_nice/hr/AfC/AfC_ksf.asp

and 2 of the *KSF Gateway Review Form*. The review of performance should result in the agreement of objectives for the following year (section 4 of the *Performance Review Form*) and a PDP (section 5 of the *Performance Review Form*) which should reflect the agreed actions from the formal review with the individual's developmental needs clearly identified.

What evidence of achievements is needed for performance review meetings?

3.12 During the performance review meeting the line manager should agree with the individual employee (ie two-way process) what evidence is required to show that the individual meets the necessary level for each competency specified in the KSF outline, and what evidence is required to show that they meet the objectives for the next performance review meeting, as well as checking that the employee meets the objectives and competency levels (if appropriate) set for them at the previous performance review meeting. In addition, the line manager and employee will consider evidence that the individual has been provided with the personal development opportunities agreed at the previous meeting. Given the competency-based nature of this process, completion of a course or qualification may not be sufficient 'proof' that the individual is competent in this area. The individual should be able to demonstrate that they meet the 'competency in the workplace'. All of the evidence should be available naturally in the workplace as the performance review is about what an individual does at work. Further information on getting evidence for performance review meetings can be found in Annex 2.

How are objectives agreed?

3.13 Objectives should be agreed in partnership between the line manager and employee and may change throughout a performance year to reflect the changing direction of the organisation. They should therefore be able to be adapted or updated as required.

3.14 There should be no more than 8-10 objectives for each individual and they should include work objectives to support the Institute's business plan and priorities and development objectives to meet the requirements of the post (as outlined in the job description and KSF post outline). The objectives should cover the key aspects, both developmental and maintenance, of the individual's role and life goals. A balance between maintenance and developmental objectives is important to ensure that the full contribution of the individual is being recognised and key systems for delivering the Institute's work programme once put in place, are not neglected in favour of new initiatives.

3.15 All objectives should be linked to one of the Institute's corporate objectives or to one of the dimensions in the individual's post outline. Details must be given on how the objectives contribute to corporate objectives or the post outline. Further information on the setting of objectives is given in Annex 4.

How do I use KSF outlines as part of the performance review process?

3.16 At all performance review meetings (and not just KSF gateway review meetings), an evaluation will be made as to how the individual is progressing towards meeting the requirements of the full KSF post outline, drawing on evidence from previous performance review meetings and the decisions reached within them. For those individuals who have already passed through their KSF Second gateway, the

performance review process will focus on areas which they want to develop in both personally and professionally to help them advance their career and move up to the next level, if appropriate.

3.17 The KSF outline for each post includes a **subset** outline which identifies the skills that might be expected for each dimension after a year in the post (the **Foundation Gateway**) and a full outline which describes the full requirements of the post (the **Second Gateway**). The two gateways are the subject of the KSF gateway review meetings described in section 5 below. When an individual is due for a KSF gateway review, they will have an additional performance review meeting which is arranged in the month before their next increment date.

3.18 There are some simple rules to remember when reviewing a post against its KSF post outline:

- there needs to be enough evidence for confirmation of the individual's work against the KSF post outline – known as sufficiency of evidence
- the information must be up-to-date and relevant to the KSF post outline
- one piece or source of evidence will often be applicable to different dimensions within the KSF post outline
- individuals should not be asked to provide evidence that is above the demands made within the KSF post outline (eg requiring written work when this is not needed in the post)

3.19 As part of the KSF outline development, it is good practice to define the range of evidence that could be used to show that an individual has met the levels for each specific competency.

3.20 It is important to remember that the KSF process is a developmental one and dimensions and levels in post outlines can be changed as they are being used and as improvements are identified. The KSF post outline and review process should be used to inform career development planning as well as development within a post. Career progression and development might take place by moving up levels in the same dimension or by adding on different dimensions as individuals move into new areas of work. Where line managers and employees agree to change post outlines, a copy of the new post outline must be sent to the HR office, as is the case with all documentation relating to the performance review process.

3.21 If the post being reviewed is part of a job family, it is important that changes to KSF post outlines are agreed with every member of the job family and any other line managers who share responsibility for the job family.

Why do I need a PDP?

3.22 As part of the performance review process, all employees will have a PDP which identifies their learning and development needs in order to meet their objectives and the requirements of their KSF outline and how these needs will be met. As an individual gradually develops their knowledge and skills and applies them consistently to meet the demands of the post, the emphasis of development is likely to shift more towards career development, although this will be an ongoing focus of development. For many individuals this shift will take place after they have gone through the KSF Second gateway. Some individuals will be able to meet all of the demands of the post before they reach the second KSF gateway. This does *not* mean that they progress more quickly up the pay band. However it does mean that their individual PDP might focus on more developmental aspects that are appropriate to them and to areas they want to focus on to develop both personally and professionally to advance their career. They will, of course, also need to maintain and apply their knowledge and

skills to meet their objectives and the demands of the post in which they are currently employed. When a PDP focuses on career development, this might be solely about how the individual wishes to develop in the future, interests that the organisation has in developing that individual for the future, or a balance between the two.

3.23 Individuals and their managers will need to take into consideration whether the standards, benchmarks and requirements that apply to their current post are changing (such as with the introduction or updating of legislation or new information technology). If this is the case, there might be a need for the individual to update their knowledge and skills in this area and apply these to the new requirements – this would need to be included in the individual's PDP (even if the individual had already met the previous requirements). In short, the PDP needs to reflect the changing context of the individual's work, as well as their own changing knowledge and skills. This might also mean that individuals cease to apply some of their earlier knowledge and skills as they develop new knowledge and skills.

3.24 Whatever the focus and content of an individual's PDP it needs to be agreed between the individual empoyee and their line manager. This is because the PDP is an expression of both the individual's and the organisation's commitment to the individual's development. PDPs must be recorded and individuals and their line managers should both have a copy (see section 5 of the *Performance Review Form*).

What learning and development opportunities will employees be offered?

3.25 The learning and development stage is crucial as it is through learning that individuals not only develop their knowledge and skills and learn to apply knowledge and skills at work, but they also develop themselves as people. There are many different ways in which individuals learn and develop. At the PDP stage, individuals and their line managers will have considered the individual's learning needs and interests, and should have identified the individual's preferred ways of learning. Ideally there may have been some consideration of the learning and development opportunities that are available or could be investigated, although it is unlikely that these will all have been arranged and agreed during the performance review meeting and the PDP will be subject to ongoing development.

3.26 Any form of learning and development might be appropriate for different individuals and can be used. Line managers and employees have the responsibility to take their own learning and development seriously. The Institute is committed to enabling individuals to learn and develop in their posts and throughout their working lives. The commitment is *not* about everyone attending a set number of hours or courses – it is about learning and development as a whole. Some individuals might find that they attend less courses than in the past – but they are helped to apply the knowledge and skills they have developed more effectively in their work. Other development opportunities might include being given more challenging and stretching work to do or being delegated more senior tasks.

3.27 Section 3 of the *Performance Review Form* should be completed by employee on an ongoing basis as a record of learning and development.

3.28 Further information about PDPs and opportunities for learning and development can be found in Annex 5. Please refer to the Institute's Learning and Development policies and procedures (a new policy is currently under development and it will in due course be available on the Intranet in the 'Policies and Procedures' section of the 'About HR at NICE' part of the Intranet). This will include details of the Institute's policy for study leave.

When do performance review meetings take place?

3.29 All line managers should arrange to meet on an annual basis with each of their employees individually to assess their performance. Additional meetings to discuss progress against objectives should also be held at **least once** more during the year. The annual performance review meeting will normally take place between **February and end April** (although for 2006 only it will take place between April and June) followed by an interim meeting to discuss progress made against objectives six months later between **August and October**. This timescale is illustrated in the diagram below.

January	
February	Annual performance review meetings
March	Annual performance review meetings
April	Annual performance review meetings
May	
June	
July	
August	Interim performance review meetings
September	Interim performance review meetings
October	Interim performance review meetings
November	
December	

KSF gateway review meetings: Date determined by increment

3.30 Line managers are encouraged, as good practice, to meet more regularly with their employees. More frequent meetings are also a requirement if a line manager has a particular concern about an employee's performance.

What records need to be kept of performance review meetings?

3.31 At the performance review meeting, individuals and their line managers should refer to sections 1.1 and 2.1 and 3 of the *Performance Review Form* which are filled out in preparation for the meeting, together with the NHS KSF outline for the post, as the basis of their discussion. The manager should take notes of all significant points covered in the meeting and highlight any underperformance, significant performance over an above expectations and agreed objectives and training and development needs. Copious note taking is not necessary and should be avoided but key points should be recorded. Sections 1.2, 2.2, 4, 5 and 6 of the *Performance Review Form,* should be completed during the review meeting by the line manager in partnership with the employee and then signed off by both parties. The form must be signed and the PDP should be in place within two weeks of the review meeting if it is not completed during the meeting.

3.32 A copy of all meeting records and the completed *Performance Review Form* must be returned to the HR department for the personnel files. Individual employees should also retain their own copy which they are free to share with others (eg if they are applying for another job) if they wish to do so.

4 Probationary review procedures for new employees

4.1 For individuals new to their post, the performance review process should begin as soon as they start their new post with **regular** meetings during the induction period. The induction period will end with a probationary review meeting 3 months after the start date. The *End of Probationary Period Review Form* can be found in Annex 7

and it should be completed and signed by both postholder and line manager within two weeks of the meeting if it not completed during the meeting. A copy of the form must then be returned to the HR department for the personnel files.

5 KSF gateway reviews

5.1 The KSF is used to inform individuals' development within a pay band following job evaluation to determine which pay band a post is placed on. In most years pay progression from one pay point within a pay band to the next is automatic (if the employee is not at the top of their pay band) as there is a normal expectation of progression. However at defined points in a pay band – known as **KSF gateways** – decisions are made about pay progression as well as development, and progression may be deferred if the KSF gateway review indicates that an employee is not yet applying the full range of knowledge and skills required at the gateway concerned.

5.2 The KSF gateway review process should operate on the basis of no surprises. If there are issues with individuals developing or applying their knowledge and skills, these must be addressed by line managers before KSF gateway review meetings, to give employees a chance to raise their performance or opportunities for development to meet the requirements of the post. This could include appropriate training or alternative support for employees.

5.3 All employees who were in post by April 2006 will be assumed to have met the requirements for successfully passing through any KSF gateways which are due in the period April 2006-end March 2007. The process for KSF Second Gateway reviews will be applicable from April 2007 onwards.

Is performance review different if it is at a KSF gateway?

5.4 Yes. The main difference between performance review and KSF gateway review meetings is that at the KSF Foundation or Second Gateway review meeting, the review decision is linked to pay progression, although there is also a difference in the timing of the meeting since the date of the KSF gateway review meeting must be based on the individual's increment date.

What is the KSF review process for individuals starting in a new post - the KSF Foundation Gateway?

5.5 The KSF recognises that an individual starting a new post will require time to develop the full set of skills and knowledge to perform all aspects of a role. The KSF outline for each post therefore includes a subset outline which identifies the skills that might be expected for each dimension after a year in the post and this is the subject of the KSF Foundation Gateway review meeting which takes place after an individual has been in a new post for a year. In addition to the KSF gateway review process, like all other employees, all individuals starting a new post will participate in the annual performance review process.

When do KSF Foundation Gateway review meetings take place?

5.6 As shown in the diagram below, all new starters who join the Institute or take up a new post will have a formal review meeting 3 months and 6 months after their start date (in addition to regular informal meetings to review progress during the period). The meeting after 3 months will also be the end of the probationary period (see section 4 above). The aim of these discussions and any resulting support and development will be to help individual employees to make a success of the new job.

In cases of temporary movement into a higher pay band (eg secondment or acting up) the KSF Foundation Gateway will not apply.

5.7 The starter will then have a KSF Foundation Gateway review meeting in their 12th month to confirm that they are developing and applying the basic knowledge and skills needed for the post (as set out in the KSF subset outline) and that they are on track to develop to meet the full KSF post outline over time. If the individual meets the requirements of the KSF subset outline they will pass through the KSF Foundation Gateway and start to progress up their pay band. The KSF Foundation Gateway review meeting will take place in the month preceding the anniversary of their start date so that any changes to their pay can be made in the month on which their increment was due. If an employee is appointed above the bottom of the pay band, their KSF Foundation Gateway review meeting will be in the 12th month after their appointment.

Month 1	Starting date
Month 2	
Month 3	3-month review meeting (end of probationary period)
Month 4	
Month 5	
Month 6	6-month review meeting
Month 7	
Month 8	
Month 9	
Month 10	
Month 11	
Month 12	**KSF Foundation Gateway review meeting**
Month 13	Notify HR of results of gateway review meeting no later than 7th of the month in order that incremental increases can be built into that month's payroll

Annual performance review meeting (Feb-April) and Interim performance review meeting (Aug-Oct)

If a KSF Foundation Gateway review meeting is due to take place at the same time as a performance review meeting, the two meetings can be combined.

What is the KSF Second Gateway?

5.8 The KSF Second Gateway takes place near the top of a pay band at a set place as set out below. At the second gateway an evaluation will be made as to whether the individual meets the requirements of the full post outline, drawing on evidence from previous performance review meetings and the decisions reached within them. If the individual has been on track in previous years, there should be no problems with the individual going through the KSF Second Gateway.

Pay Band Position of KSF Second Gateway

Pay band 1	Before final point
Pay bands 2 – 4	Before first of last two points
Pay bands 5 – 7	Before first of last three points
Pay band 8, ranges A – D	Before final point
Pay band 9	Before final point

5.9 The KSF Second Gateway will apply to all employees who have been assimilated in 2005/06 onto a pay point below the second gateway point of their pay band. Existing employees who were assimilated above the second gateway will not have to go through the gateway as such. However, their performance review will need to confirm that they are applying the full range of knowledge and skills consistently as described in the KSF post outline, and if they are not, it will identify any development opportunities to help them meet these requirements.

When do KSF Second Gateway review meetings take place?

5.10 The schedule for KSF gateway review meetings is determined by an individual's start date, as set out in the table below.

Increment date	Date of KSF gateway review meeting	Performance review meetings
January	By end December	
February	By end January	Annual performance review meeting
March	By end February	
April	By end March	
May	By end April	
June	By end May	
July	By end June	
August	By end July	6-monthly performance review meeting
September	By end August	
October	By end September	
November	By end October	
December	By end November	

The HR department must receive notification that an individual has passed their KSF Second Gateway no later than 7th of the month following the review meeting in order that incremental increases can be built into that month's payroll

If a KSF Second Gateway review meeting is due to take place at the same time as a performance review meeting, the two meetings can be combined.

What records need to be kept of KSF Foundation or Second Gateway review meetings?

5.11 At the review meeting, individuals and their line managers should refer to section 1.1 of the *KSF Gateway Review Form* which is filled out in preparation for the meeting, together with the NHS KSF outline for the post, as the basis of their discussion. Sections 1.2 and 2 of the *KSF Gateway Review Form* should be completed during the review meeting by the line manager in partnership with the employee and then signed off by both parties. The manager should take notes of all significant points covered in the meeting and highlight any underperformance, significant performance over an above expectations and agreed objectives and training and development needs using the appropriate sections of the *KSF Gateway Review Form*. Copious note taking is not necessary and should be avoided but key points should be noted. The form must be signed within two weeks of the formal review if it is not completed during the meeting and HR must be notified by the 7th of the month in which the increment is due.

5.12 At the KSF gateway review meeting, individuals and their line managers should refer to sections 1.1 and 2.1 of the *KSF Gateway Review Form* which is filled out in preparation for the meeting, and the KSF outline for the post as the basis of their discussion.

5.13 The KSF Second Gateway will be based on all previous annual performance review meetings. If there is a joint decision that the individual has not yet provided sufficient evidence because s/he needs to undertake further development, the reasons for deferral should be clearly identified, together with those aspects of the KSF outline still to be achieved.

5.14 A copy of the *KSF Gateway Review Form* must be returned to the HR department for the personnel files no later than two weeks after the review meeting but the results of the review must be notified to HR by the 7th of the month in which the increment is due in order to meet timescales for payroll preparation. If a line manager has not agreed that an individual employee may progress through a KSF gateway, s/he should alert HR as a matter of urgency. If no notification or form is received, it will be assumed that an individual has failed to meet the requirements for passing through the gateway. If the individual employee has in fact passed through the gateway, any incremental increase will be backdated to the date on which the payment was due.

5.15 KSF gateway review records are confidential to the individual, their manager, the Director of the Centre/Directorate and the HR department. Individual employees should also retain their own copy which they are free to share with others (eg if they are applying for another job) if they wish to do so.

What happens if an employee fails to meet the requirements of the post outline at the KSF Foundation or Second Gateway review meeting?

5.16 Pay progression may be deferred to the next increment date if the KSF gateway review indicates that an employee is not yet applying the full range of knowledge and skills required at the KSF Foundation or Second Gateway. Pay progression cannot be deferred unless there has been a discussion between the individual employee and the person undertaking their review before the gateway review meeting, which should be recorded, about the knowledge and skills that the individual needs to develop and apply and the employee has been given the opportunity to achieve the necessary development.

5.17 If the individual is not able to apply their knowledge and skills to meet the KSF Foundation Gateway (subset) post outline, then careful consideration will need to be given as to whether the individual can be supported to develop within the post in which they are currently employed or whether other actions need to be taken (eg employment in an alternative post).

What happens if there is disagreement between the line manager and employee about the outcome of a gateway review meeting?

5.18 Where the line manager and employee disagree about the outcome of the KSF gateway review meeting, the employee will have the right to request a review by the 'grandparent' before a final decision is made. See Section 6.5 of this policy for further information on the role of the 'grandparent'. The decision of the 'grandparent' will be final unless the employee is still not satisfied about the review decision, in which case they may pursue a local grievance about the decision using the Institute Grievance Policy and Procedure (see NICE Intranet site). If a complaint is upheld in the case of a KSF gateway review, pay will be backdated to the increment date. If it is not, every effort will be made to provide appropriate learning, development and support and the incremental payment will be deferred until it is agreed that an individual has the necessary knowledge and skills to meet the gateway requirements. For example, if it

takes someone 7 months to develop and apply the required knowledge and skills for that gateway, their pay will be held at that rate for the first seven months and then increased for the final 5 months of that year[2]. This will be the exception rather than the norm as it is expected that individuals will be given opportunities and support to develop over time.

What if there is a disciplinary problem?

5.19 Disciplinary issues should be dealt with separately from career and pay progression. However, where there is a formal disciplinary process underway which is performance related, pay progression at the KSF Foundation or Second Gateway may be deferred until it is resolved.

What if an employee is on leave at the time of their gateway review meeting?

5.20 The guidance from the NHS Employers website suggests that each case of an employee being on leave, eg maternity or sick leave at the time of their gateway review meeting, will have to be considered individually as some people will already have achieved the requirements of the second gateway even before they are due to pass through it. It is also possible, eg in the case of pregnancy, for a manager and employee to agree to conduct a gateway review ahead of any leave actually being taken, as this is known and predictable. Thus the individual could proceed through the gateway whilst actually on leave, provided that it has been established in advance that the individual has applied the required knowledge and skills.

6 Responsibilities

6.1 Executive and Centre Directors

Executive and Centre Directors will be responsible for:

- Implementing and monitoring the scheme within their section of the Institute
- Determining which managers are responsible for carrying out the performance review for specific employees
- Ensuring all employees within their section have bi-annual formal performance review discussions
- Ensuring managers and employees attend performance review training

6.2 Line Managers

Line managers will be responsible for:

- Ensuring a KSF outline for the post is agreed and is in place prior to the performance review meeting taking place
- Arranging and carrying out performance review discussions
- Ensuring that each of their employees has work and development objectives and a PDP
- Completing relevant documentation in partnership with the employee
- Consulting with grandparent if appropriate (see 6.5 below)
- Supporting individuals in their agreed development activities
- Maintaining performance review records and providing HR with copies of the records
- Attending training to develop skills to carry out performance review discussions

[2] Example taken from The NHS Knowledge & Skills Framework: Frequently Asked Questions on the NHS Employers website

6.3 Employees

Employees will be responsible for:

- Participating in the overall performance management process
- Participating in the review of their own development and progress towards agreed objectives
- Completing relevant documentation with their line manager
- Suggesting suitable development activities
- Attending and participating in relevant training and development opportunities
- Attending performance review training

6.4 Human Resources

Human Resources will be responsible for

- Supporting the implementation of the performance management policy and procedures by providing training and awareness sessions for all employees and line managers
- Monitoring the application of the performance management policy across the Institute
- Producing an annual report for the Staff Involvement Forum and Institute Board on implementation of the performance management policy
- Ensuring that information feeds into the training strategy and annual plan
- Reviewing and updating the performance management policy and procedures as required

6.5 'Grandparent[3]'

A 'grandparent' system will be used for dealing with any problems which arise between line managers and employees. Where there is disagreement about the outcome of a performance review or KSF gateway review meeting, the grandparent, who will normally be the line manager's manager, will be asked to undertake an impartial review of the review decision. The grandparent has a right to request further information from both parties to substantiate their respective views or to bring in an independent arbiter to help bring about agreement if they feel this will help. The decision of the grandparent will be final, although the employee may appeal against the grandparent's decision using the Institute's grievance policy and procedure. In exceptional cases, if the grandparent is unable to resolve the situation (and where there is no implications for movement up the pay band) the line manager and employee may agree to disagree on the outcome of performance review.

[3] 'Grandparenting' is an HR term used in appraisal to mean the 'manager's manager'. The 'grandparent' is traditionally used as the first point for arbitration because they usually have some knowledge of the types of tasks that an individual will have been carrying out and how well they have been done. The 'grandparent' is also often used to countersign appraisal forms to indicate that the process has been fairly and properly carried out.

Annex 1

Preparations for Performance Review Meetings

Individual employees should:

- ensure that they understand the objectives and KSF outline for their post
- reflect on their work against the work and development objectives set for their post and the KSF post outline, using feedback from others as well as their own thoughts and views, eg
    - What do you enjoy/not enjoy about your job?
    - How do you think your colleagues perceive your contribution to the team?
    - Could your team members provide you with support to do your job?
    - What can your line manager do more of (or less of) to help you work more effectively?
- identify the different ways they can show where and how they have met the KSF post outline and objectives set for their post (see Annex for further information on gathering evidence)
- reflect on learning and development carried out in the period leading up to the performance review. Useful questions to consider are:
    - What did I do?
    - What did I learn?
    - How have I applied this learning?
    - How will this change my work practice?
    - What do I need to do next?
- identify where they need further development and suggest those areas that seem to be the most important
- undertake performance review training when required

Line managers should:

- ensure that they understand the objectives and KSF outline for the post they are reviewing
- undertake performance review training when required
- undertake appropriate equality training and development to ensure that they work equitably with all employees
- identify if an individual has particular needs for support to ensure that the process is fair for that individual
- review the individual's work against the work and development objectives and the KSF outline for their post
- identify the different ways the individual has shown s/he has met the objectives and KSF outline for the post in which they are employed

Annex 2

Collecting Evidence

As part of the performance review and KSF gateway review process the line manager and employee are required to gather evidence of the individual's work against the objectives and KSF outline for the post which that individual holds in order to demonstrate achievement in the performance review meeting. Evidence may include things like:

- verbal feedback from the individual, manager or others based around direct observation of day-to-day activities
- written work produced by the individual employee
- electronic work produced by the individual employee
- records of work (such as minutes/notes of meetings showing the individual's contribution)
- the individual's portfolio containing such items as reflections on learning/practice that they are prepared to share
- the individual's review of their PDP
- scenario discussions
- reflective accounts and diaries
- work products, eg a completed risk assessment and recommendations
- project work
- other work products, eg training and education tools
- case study presentation
- participation in staff induction or other training
- formal courses with post course reflection

The five rules when providing evidence are to check that the evidence is:

- Valid - does it meet the needs of the dimension/level/indicator it is being used towards?
- Authentic – can it be attributed to the post holder?
- Sufficient – is there enough evidence to infer achievement?
- Current – is the evidence up to date and relevant?
- Reliable – does it accurately reflect the knowledge and skills required?

Shown in Annex 5 are examples of suitable evidence. It is recommended that each directorate or department consider collaboratively what would be sufficient evidence to achieve the post's KSF outlines formulated for their area. Remember that the evidence provided should be triangulated (obtained from three different sources), wherever possible.

Conducting Performance Review Meetings

Performance review meetings should be regular, formal meetings and should give the individual the opportunity to express their opinions. There should also be the opportunity to resolve any problems and agree action, standards or deadlines, which will be tracked.

Both **line managers and employees** should:

- participate fully in the process
- jointly review the information that is available on the individual's work and come to a decision about how it meets the objectives and KSF post outline and where there are areas for development
- conclude the meeting by summarising what has been agreed and the objectives for the coming year, along with agreed developmental activities
- agree a review date for certain actions that have been agreed
- record the outcomes of the review meeting in sections 1.2, 2.2, 3 and 5 of the *Performance Review Form* (see Annex 7)
- complete a PDP – section 4.2 of the *Performance Review Form*

During the review meeting **individual employees**

should	**should not**
- make sure they say what they want to say - listen to what is said to them - raise and discuss issues - be realistic	- expect or encourage the line manager to do all the talking

During the review meeting the **line manager**

should	**should not**
- facilitate a joint discussion between themselves and the individual about the individual's work using the KSF post outline as the basis, and managing different points of view - encourage the individual to speak and actively participate in their review - listen to what is said to them - consider the evidence brought by the individual on how they have applied their knowledge and skills - offer examples of what the individual has done well and examples of things that have not gone so well - provide feedback in a way that focuses on what the individual has done not on what they are like - work jointly with the individual to identify where the individual needs further development and the areas that are most important	- introduce any surprises (as issues should have been raised with the individual as they occur) - simply tell the individual how they have done - talk too much

Annex 4

Setting Objectives

All objectives should meet the 'SMART' principles:

Specific	Objectives should state exactly what is to be accomplished. Specific objectives will help clarity and understanding. Making objectives challenging recognises that people grow and develop, and that reaching a stretching goal provides a sense of achievement to the individual concerned.
Measurable	Measurable goals make the objective even more specific and hence clearer. How will you know the objective has been achieved? Can performance be quantified and assessed?
Achievable	When we feel an objective cannot be achieved, we do not rise to the challenge. We throttle back knowing there is no point in trying. So employees have to believe an objective can be achieved. Hence the need for dialogue and, sometimes, compromise. People resist objectives that are imposed on them but accept those they help to determine. Consider the constraints that may affect achievement. Objectives should be agreed between the line manager and their employee.
Relevant	Good objectives focus people's efforts, and effort is a scarce commodity. You can't afford to waste it on anything that is not relevant to overall goals. People do not exist in a vacuum. We need feedback, help and encouragement to reinforce our efforts. Objectives need to be relevant to the Institute's goals. Individual employees should be clear about their employing organisation's and their department's long- and short-term objectives and strategies.
Timed	Timescales assist clarity still further and help employees to organise their time.

Review criteria should be phrased as the outputs. They should be expressed simply in bullet form. Delivery dates should only be included where relevant and should be expressed either as a month or a quarter.

PDPs and Learning and Development

Development of PDPs

The PDP will set out the individual's learning and development needs and how these will be taken forward and the line manager in liaison with HR will then look at how the learning and development needs can best be met within available resources.

When developing an individual's PDP **individual employees and their line managers**, should:

- clearly focus on the knowledge and skills that the individual needs to apply in their post as agreed at the PR meeting
- identify the learning and development that the individual needs to enable them to develop and apply their knowledge and skills in the short and longer term
- ensure that training and development fits individual life goals and preferred work/life balance
- prioritise the learning and development that needs to take place through considering:
  – specific requirements that affect the work of the individual (eg statutory and regulatory requirements)
  – organisational direction, policy and requirements that affect priorities
  – any specific objectives that the individual needs to meet in their post
  – the individual's strengths and interests
- identify how the individual prefers to learn (eg group work, on the job learning, formal courses), the relationship of this to their learning needs and to the learning needs and priorities of others so that a balance can be achieved across all employees
- identify possible learning and development opportunities for the individual's learning needs and interests and the support available in the workplace
- identify who has responsibility for taking the different aspects of the learning and development forward and a time for reviewing that this is happening as planned
- set the date of the next formal performance review meeting.

What forms of learning and development should be used to support personal and professional development?

There is a wide range of learning and development opportunities that can be used. Examples given in the NHS KSF Handbook[4] shown in the table that follows:

Learning & Development Categories	**Types**	**Examples of subjects/content**
On-job learning and development	• reflective practice • participating in specific areas of work • learning from others on the job • learning from developing others	– reflecting on own work – project work – work attachments – secondments – work shadowing – "acting up" – receiving coaching – being mentored – coaching – demonstrating – teaching and training.

[4] The Department of Health's NHS KSF and the development review process (October 2004) can be found at http://www.dh.gov.uk/assetRoot/04/09/08/61/04090861.pdf

Learning & Development Categories	Types	Examples of subjects/content
Off job learning and development on one's own	• distance learning • private study • e-learning	– structured study materials – written assignments – reading journals & books – researching – writing articles and papers – responding to questions and answers in electronic format – searching the Internet for specific information – CD-rom based information
Off job learning and development with others	• formal courses • scenario-based learning • role play • learning sets • induction • conferences	– Writing plain English – First Aid – manual handling courses – medical terminology – minute taking – chairing meetings – editing skills – introduction to the organisation – health and safety training

Once specific learning and development opportunities have been agreed, it is vital that individuals alert their line manager or the human resource department if the opportunities have not worked out as planned so that action can be taken to address any problems as soon as possible.

How do you decide what learning and development is appropriate?

With the help of members of the HR team, individuals and their line managers should identify:

- different aspects that might affect individuals' learning and development such as:
  - their first language
  - any disabilities which could be relevant to learning opportunities (eg dyslexia)
  - their experience of learning and development in the past
  - the opportunities that have been available to them in the past and the effect of these opportunities on them
  - their confidence in relation to learning and development and the different methods available
  - other aspects of their life that might hinder or support their learning and development
  - their preferences for active or passive learning
- the learning and development opportunities that are available or that can be arranged, eg off-the-job courses might be appropriate when individuals are seeking to develop specific knowledge and skills but are less likely to be of use when the individual needs to learn how to apply the knowledge and skills in the workplace.
- the cost (direct and indirect) of such learning and development opportunities
- the funding that is available for different forms of learning and development (see Institute's Learning and Development policy for further information (a new policy is currently under development but which will in due course be available on the Intranet at http://niceintranet/pages/working_at_nice/hr/Policies/NICEPolicies.asp?m=Working%20at%20NICE,HR%20at%20NICE))
- whether there are any restrictions on access to different learning and development opportunities (eg entry qualifications or age restrictions)
- how to manage practical issues, eg location, timing and travel
- the benefits of individuals gaining formal recognition or accreditation for specific aspects of their learning and development (such as NVQs, certificates, diplomas, first degrees, masters or doctorates)
- how this will fit with any mandatory and/or statutory training and development.

Annex 6

Performance Management Forms

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Performance Review Form

Name of employee:		Job title:		Performance review period (from/to):	
Name of line manager:		Line manager's job title:			
Name of 'Grandparent':		'Grandparent's' job title		Do you have a KSF gateway review meeting due in the next 12 months? (YES/NO)	
Date of last performance review meeting:		Date of current review meeting:		Date of next performance review meeting:	

SECTION 1: Review of Objectives

1.1 Preparation for performance review meeting			1.2 Results of performance review meeting	
Personal objectives agreed at last review meeting	Review criteria agreed at last meeting (including delivery date if appropriate)	Progress made	Results	Development areas for section 5 (PDP)

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

1.1 Preparation for performance review meeting			1.2 Results of performance review meeting	
Personal objectives agreed at last review meeting	Review criteria agreed at last meeting (including delivery date if appropriate)	Progress made	Results	Development areas for section 5 (PDP)

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

SECTION 2: KSF Outline Review							
2.1 Preparation for performance review meeting					**2.2 Results of performance review meeting**		
NHS KSF Dimensions-CORE	Level		Level achieved	**Comments and evidence** Include comments on areas which have been performed very well during the review period and those areas where things have not gone so well and why.	Results	Level reached	Development areas for section 5 (PDP)
	F	S					
1. Communication							
2. Personal and people development							
3. Health, safety and security							

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

2.1 Preparation for performance review meeting					2.2 Results of performance review meeting		
NHS KSF Dimensions-CORE	Level		Level achieved	**Comments and evidence** Include comments on areas which have been performed very well during the review period and those areas where things have not gone so well and why.	Results	Level reached	Development areas for section 5 (PDP)
	F	S					
4. Service development							
5. Quality							
6. Equality, diversity and rights							

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

2.1 Preparation for performance review meeting					2.2 Results of performance review meeting		
NHS KSF Dimensions-SPECIFIC	Level		Level achieved	**Comments and evidence** Include comments on areas which have been performed very well during the review period and those areas where things have not gone so well and why.	Results	Level reached	Development areas for section 5 (PDP)
	F	S					

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

2.1 Preparation for performance review meeting					2.2 Results of performance review meeting		
NHS KSF Dimensions-SPECIFIC	Level		Level achieved	**Comments and evidence** Include comments on areas which have been performed very well during the review period and those areas where things have not gone so well and why.	Results	Level reached	Development areas for section 5 (PDP)
	F	S					

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

SECTION 3: REVIEW OF PERSONAL DEVELOPMENT (Preparation for performance review meeting)				
Objective/KSF Dimension	**What did you do? When?**	**Why?**	**What did you learn from this?**	**How have/will you use this?**

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

SECTION 4: Objectives for next performance review period			
NICE objectives[5]	New objectives	Review criteria (including delivery date if appropriate)	Development areas for section 5 (PDP)

[5] NICE objectives can be Institute, directorate/centre or team objectives

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

NICE objectives[6]	New objectives	Review criteria (including delivery date if appropriate)	Development areas for section 5 (PDP)

[6] NICE objectives can be Institute, directorate/centre or team objectives

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

SECTION 5: PERSONAL DEVELOPMENT PLAN					
Objective/KSF Dimension	**What do I need to learn?**	**What will I do to achieve this**	**What resources/ support will I need?**	**My success criteria are:**	**By when?**

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

SECTION 6: ADDITIONAL COMMENTS		
Line Manager	**Employee**	**Grandparent (if appropriate)**

Employee's signature: _____ Date _____ Line Manager's signature: _____ Date _____

Grandparent's signature: _____ Date _____

PLEASE RETURN FORM TO HR DEPARTMENT NO LATER THAN TWO WEEKS AFTER PERFORMANCE REVIEW MEETING TAKES PLACE

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

KSF Gateway Review Form

This form should only be used for gateway review meetings. Please use Performance Review Form for all other performance review meetings

Name of employee:		Job title:		Review period (from/to):	
Name of line manager:		Line manager's job title:			
Name of 'Grandparent':		'Grandparent's' job title		Which gateway review is this? (Foundation or Second)	
Date of last review meeting:		Date of current review meeting:		Date of next review meeting:	

SECTION 1: KSF Outline Review

1.1 Preparation for KSF gateway review meeting					1.2 Results of KSF gateway review meeting		
NHS KSF Dimensions-CORE	Level		Level achieved	**Comments and evidence** Include comments on areas which have been performed very well during the review period and those areas where things have not gone so well and why.	Results	Level reached	Development areas
	F	S					
1. Communication							
2. Personal and people development							

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

1.1 Preparation for KSF gateway review meeting					1.2 Results of KSF gateway review meeting		
NHS KSF Dimensions-CORE	Level		Level achieved	**Comments and evidence** Include comments on areas which have been performed very well during the review period and those areas where things have not gone so well and why.	Results	Level reached	Development areas
	F	S					
3. Health, safety and security							
4. Service development							
5. Quality							

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

1.1 Preparation for KSF gateway review meeting					1.2 Results of KSF gateway review meeting		
NHS KSF Dimensions-CORE	Level		Level achieved	**Comments and evidence** Include comments on areas which have been performed very well during the review period and those areas where things have not gone so well and why.	Results	Level reached	Development areas
	F	S					
6. Equality, diversity and rights							
NHS KSF Dimensions-SPECIFIC							

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

1.1 Preparation for KSF gateway review meeting					1.2 Results of KSF gateway review meeting		
NHS KSF Dimensions-SPECIFIC	Level		Level achieved	**Comments and evidence** Include comments on areas which have been performed very well during the review period and those areas where things have not gone so well and why.	Results	Level reached	Development areas
	F	S					

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

SECTION 2: ADDITIONAL COMMENTS		
Line Manager	**Employee**	**Grandparent (if appropriate)**
Please indicate whether employee has successfully passed KSF gateway (YES/NO):		

Employee's signature: _____ Date _____ Line Manager's signature: _____ Date _____

Grandparent's signature: _____ Date _____

PLEASE NOTIFY HR DEPARTMENT OF RESULTS OF GATEWAY REVIEW MEETING NO LATER THAN 7TH OF MONTH FOLLOWING MEETING. GATEWAY REVIEW FORM SHOULD BE RETURNED TO HR DEPARTMENT NO LATER THAN 2 WEEKS AFTER MEETING

Please note: The shaded areas of this form should be completed in preparation for the review meeting. The non shaded areas should be completed at the review meeting or as soon as possible after the meeting.

End of Probationary Period Review Form

Name: Job title:

Department: Pay band:

Period covered
from**:** To**:**

No of leave days taken (if appropriate)**:** Holiday: **0** Sick: **0** Other**:** **0**

Performance: **(against short term objectives)** **Time keeping** (please circle): Good/Average/Poor **Requires improvement** (please circle): Yes/No	
Development required:	
Signed……. Line Manager	Date:
Employee's comments:	
Signed……. Employee	Date: