 <b>Kingston GP Chambers</b> Kingston Training Hub    Clinical Services Practice Support Services    Kingston Education Centre	<b>Staff appraisal policy</b>		Reviewed	Jan 2025
	Adopted	26/8/14	Revised	Yes
			Next review	Jan 2027

## Staff Appraisals

### Background:

Kingston GP Chambers (KGPC) is committed to ensuring continuous improvement through the on-going appraisal and development of its staff. The appraisal process is a key performance management tool and an important mechanism for building engagement and helping to improve individual and team performance to support organisational objectives.

In addition to regular informal discussions and one to one supervision meetings, the appraisal process is a fundamental part of people management for the delivery of safe and high-quality care. There should be 'no surprises' at the appraisal meeting, as employees should be made aware of their strengths and development areas on a regular basis through regular dialogue and feedback.

Appraisal is a two-way discussion and provides the opportunity to reflect on the staff member's contribution and achievements and supports individual employees with:

- understanding the requirements of their role
- acknowledging their contribution to the team, the service and the company
- providing constructive feedback in relation to what could have gone better
- continuing professional development
- considering personal and career development
- agreeing future objectives that are linked to company goals and objectives
- identifying future training and development needs

### The process:

#### Induction

For substantive employees, the individual should meet with their line manager to agree objectives within the first 4 weeks of starting in the role. The individual and their manager should then meet at the mid-point of their probation period in order to review their progress, and again at the end of their probation period, whereby they will either be confirmed in post (where performance has been satisfactory), have their probation period extended (where further development is required) or be dismissed (where their performance or conduct has been found to be unacceptable).

Prior to the end of probation review, the staff member will be asked to complete an appraisal self-assessment (see template in Appendix A).

Employees employed on a zero hours contract such as for the enhanced access service, the appraisal process shall be scheduled annually through the Clinical Service Manager.

#### Ongoing appraisal

Appraisals for staff who have passed their probation will be held in April each year.

For staff whose end of probation review was held within 3 months of the appraisal period (i.e. between January and March), a full appraisal will not be undertaken but their manager will instead meet with them to review/update their objectives and personal development plan.

Individuals will be appraised by their line manager. Where appropriate; for example, where the staff member carries-out work across services, the line manager will either seek feedback from other managers in order to feed into the appraisal, or will arrange for the appraisal process to be delivered jointly.

### **Preparation:**

Staff members will be given at least two weeks' notice of an appraisal meeting (unless otherwise agreed with the staff member). At this point, the staff member being appraised will be asked to complete a self-assessment (see template in Appendix A), and the staff member's line manager will agree a date with the staff member for returning the completed form.

### **Appraisal meeting:**

The line manager will agree with the member of staff a mutually convenient time and location for the appraisal meeting to be held.

During the meeting, the line manager will:

- Discuss the answers provided by the staff member on their self-assessment
- Provide feedback on the staff member's performance against the job description and specific objectives
- Agree future objectives with the staff member
- Discuss and agree on a learning and development plan

The line manager is responsible for making a written record of the appraisal meeting and providing the staff member with a copy of this within two weeks of the meeting.

### **Outcome of the appraisal:**

As part of the appraisal meeting, the line manager will confirm whether the staff member has met their objectives and whether their performance over the appraisal period has been satisfactory. This decision will be documented in the record of the meeting.

Where the staff member disagrees with the line manager's decision in relation to their performance, they should discuss this with the line manager in the first instance; this discussion should be documented by the line manager.

Where the staff member remains unhappy following discussion with the line manager, they can escalate their concern to the Chief Operating Officer (CEO Operations), or (where the CEO (Operations) is the line manager of the staff member concerned) to the Chair of the Board.

The Workforce Development Lead can be contacted for further advice.

### **Confirming suitability for ongoing employment**

KGPC's "Ongoing suitability during employment policy" makes it mandatory for staff to provide an annual declaration with regards to their DBS status. For the sake of convenience,

the member of staff will be asked to complete the declaration as part of the appraisal process.


Additional checks outlined in the ongoing suitability policy may also be undertaken or discussed as part of the appraisal process.

### **Use of appraisal data for business planning**

Having completed the appraisal process for all members of their team, each manager will review the process and identify any key themes that have arisen (e.g. themes around learning and development needs/concerns about working conditions/issues around job satisfaction).

A summary of these themes should be submitted to the CEO Operations who will be responsible for overseeing that issues are addressed. Where appropriate, the CEO will delegate action areas to other managers (e.g. issues around training needs may be delegated to the Training Hub Manager).

The CEO will notify the Board of the completion of the appraisal process and provide a summary of the key themes identified and action being taken to address them.

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## Process summary

### Beginning of April

- All staff sent appraisal form with deadline for return
- Date for appraisal agreed with each staff member

### 1 week before appraisal date

- Staff member returns appraisal form to manager with section A completed

### Appraisal meeting held

- Performance reviewed
- Objectives set
- Personal development discussed

### Notes of appraisal written up by manager and sent to staff member

- Disagreement about outcome of appraisal raised by staff member with their manager
- Concerns escalated to CEO (Operations) or Chair of Board as necessary

### Themes from appraisals identified by managers and summary submitted to CEO (Operations)

- CEO (Operations) leads on addressing themes, delegating tasks to other managers where appropriate
- CEO (Operations) reports to board on completion of appraisal process and key themes
- CEO (Operations) keeps Board updated on action plan to address key themes.

### Beginning of April

- All staff sent appraisal form with deadline for return
- Date for appraisal agreed with each staff member

### 1 week before appraisal date

- Staff member returns appraisal form to manager with section A completed

### Appraisal meeting held






- Performance reviewed
- Objectives set
- Personal development discussed

### Notes of appraisal written up by manager and sent to staff member

- Disagreement about outcome of appraisal raised by staff member with their manager
- Concerns escalated to GM or Chair of Board as necessary

### Themes from appraisals identified by managers and summary submitted to GM

- GM leads on addressing themes, delegating tasks to other managers where appropriate
- GM reports to board on completion of appraisal process and key themes
- GM keeps Board updated on action plan to address key themes.

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## Appendix A

# End of probation review form template

Name:	Position:
Probation period:	Appraiser:

**Part A** Appraisee to complete before the interview and return to the appraiser by:  
(date)

**A1 State your understanding of your main duties and responsibilities.**

**A2 Discussion points:**

1. How would you rate your induction period – great, good, not so good and why?

2. What is the best thing about working for this organisation and what could be improved?

3. What tasks/skills have you found most difficult to learn?

**4. What elements of your job interest you the most, and least?**

**5. Are there any skills that you're not currently using in your role that you'd like to use? Do you have any ideas about how these skills might be incorporated into your role?**

**6. Are there any tasks or parts of the organisation you would like to get more involved in?**

**7. Are there any aspects of the role you feel you need further training on?**

**8. Is there anything you would like your manager to do to support you further?**

**Part B** To be completed during/after the probation review meeting by the appraiser.

**B1 Discuss the answers given by the employee in the section above**

**B2 Identify any areas for improvement, including any agreed development plans. Areas for improvement and agreed development plans will be reviewed**



**in monthly 1 – 1's and in first appraisal meeting (6 months' time)**

**B3 List any objectives set for the employee during the meeting, including timescales for completion and measures of success. Objectives set and agreed will be reviewed in monthly 1 – 1's and in first appraisal meeting (6 months' time)**

**Decision (delete as applicable):**

**Probation passed and employee confirmed in role/**

**Probation failed (detail action to be taken, e.g. employee dismissed/probation extended)**

**Signed and dated by member of staff:**

**Appraiser:**

**Date for 1<sup>st</sup> appraisal**

## Appendix B

### Performance appraisal form template

Name:	Position:
Year or period covered:	Appraisal date & time:
Appraiser:	

#### Part 1 (to be completed by staff member prior to appraisal meeting):

**How would you assess your performance over the past year and why?**

**What do you consider to be your most important achievements of the past year?**

**What is the best thing about working for this organisation and what do you think could be improved?**

## ***Living our Values***

### **Commitment to Quality and Safety:**

Give an example of how you have provided a high quality service to a patient, colleague or external stakeholder. Your example should include how you prioritised safety to ensure a suitable outcome.

### **Respect, Dignity and Compassion:**

Give an example of how you have ensured that you appreciate and respect the different views and experiences of others and have made others around you feel that their contribution is valued.

### **Responsive to Need:**

Give an example of when you have been adaptable in your approach to your role in order to support the team.

### **Openness and Accountability**

Give an example of how you have acted as a role model for patients and/or colleagues, particularly when this has been challenging.

### **Continuous Learning and Improvement**

Reflect on your performance this year and give some examples of ways that you can develop or improve.

Reflect on the objectives set during your last appraisal and comment on whether these have been achieved.

Objective	Measure/standard	Achieved?	Comment

**Part 2 (to be completed by the manager after the appraisal)**

Discuss how the appraisee would assess their workload ask about their general well-being. If any issues are highlighted enquire as to whether there is anything which can be done to support them.

Following discussion with the appraisee on the answers provided in their form, comment on their performance over the past year.

Particular comment should be made on how they have demonstrated the core values and behaviours and whether they have achieved the objectives set during the last appraisal.

**Discuss and agree the appraisee's career direction options and wishes, and comment on the developmental opportunities (both in terms of experiences and training) that could be offered to the appraisee over the next year to support their career aspirations.**

**Discuss and agree the specific objectives for the appraisee for the coming year. Include details of any training or development support that will be offered to enable them to meet their objectives.**

**Provide the appraisee with an opportunity to discuss anything which may not have been discussed already.**

Signed and dated by appraisee:

Signed and dated by appraiser:

## Appendix C

### Performance Appraisal Form – Enhanced Access

Name:	Position:
Year or period covered:	Appraisal date & time:
Appraiser:	

**Part A** Appraisee to complete before the interview and return to the appraiser by:  
20/10/2023

**A1 State your understanding of your main duties and responsibilities.**

**A2 Discussion points:**

**Which parts of the job have you performed best? How did you achieve this?**

**Which parts of the job have you performed less well? Were there any circumstances which prevented a better performance?**

**What could or should be done by you, your Service Manager, the Company, or anyone else to help improve your performance?**

**Do you have any other comments, thoughts or queries regarding your performance over the appraisal period?**

**What sort of training/experiences would benefit you in the next year?**

**A3.** Score your own capability or knowledge in the following areas in terms of your current role requirements (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent). If appropriate, bring evidence with you to the appraisal to support your assessment.

1. Time management	
2. Team-working	
3. Communication with managers	
4. Communication with patients	
5. Energy, determination and work-rate	
6. Communication skills	
7. Problem-solving and decision-making	
8. Steadiness under pressure	
9. Adaptability, flexibility	

**Part B** To be completed during/after the appraisal by the appraiser.

**B1 Describe the purpose of the appraisee's job. Discuss and compare with self-appraisal entry in A1. Clarify job purpose and priorities where necessary.**

**B2 Review the completed discussion points in A2, and note the points of and action.**

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**B3** List the objectives that the appraisee set out to achieve in the past 12 months (or the period covered by this appraisal - typically these objectives will have been carried forward from the previous appraisal record) with the measures or standards agreed. Against each, comment on achievement or otherwise, with reasons where appropriate. Score the performance against each objective (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent).

**Compare with the self-appraisal in A3. Discuss and note points of significance, particularly training and development needs and wishes, which should be noted in B6.**

Objective	Measure/standard	Self-score	Manager score	Comment

**B4** Score the appraisee's capability or knowledge relative to their current role requirements (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent). If appropriate, provide evidence to support your assessment. Compare scores with the self-appraisal in B4. Discuss and note agreed points training/development needs and wishes (to B6).

**B5** Discuss and agree the specific objectives that will enable the appraisee to reach competence and to meet required performance in their current job, and that will enable the appraisee to move towards to achieve the desired personal growth or experience.

**B6** Discuss and agree the training and development support to be given to help the appraisee meet the agreed objectives above.

**B7 Other issues** (to be covered separately outside of this appraisal - continue on a separate sheet if necessary):



<b>Signed and dated by appraise:</b>	<b>By Appraiser</b>