

Staff Annual Performance & Development Review Policy



Dalmuir Park Housing Association can provide this document on request, in different languages and formats, including Braille and audio formats.

Staff Annual Performance & Development Review Policy

Purpose of the policy:	To establish DPHA's policy and set out our position on the annual review of staff performance and development needs.
Guidance used for developing the policy:	EVH Guide to Performance Management, December 2016 ACAS Website – Performance Management, August 2024
Policy complies with the following Regulatory Standards:	Standard 1: The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users. Standard 5: The RSL conducts its affairs with honesty and integrity. Standard 6: The governing body and senior officers have the skills and knowledge they need to be effective.
Policy is linked to the following DPHA policies	Business Plan Equality & Human Rights Data Protection Code of Conduct - staff
Date policy last reviewed:	10 March 2021
Date revised policy approved by the Board (or P&P Sub-Committee if delegated):	10 December 2024
Date policy is next due to be revised:	December 2027
Equality Impact Assessment carried out for policy:	Yes
Publish revised policy on the website:	No

CONTENTS	PAGE NO.
1. INTRODUCTION	3
2. BACKGROUND	4
3. OBJECTIVES	5
4. AIMS OF THE POLICY	5
5. LEGAL AND REGULATORY REQUIREMENTS.....	5
6. COMPETENCY BASED PERFORMANCE AND DEVELOPMENT	6
7. STAFF PERFORMANCE & DEVELOPMENT REVIEW PROCESS.....	6
8. STAFF LEARNING AND DEVELOPMENT PLAN.....	7
9. MONITORING & REPORTING	7
10. DISSATISFACTION	7
11. EQUALITY AND HUMAN RIGHTS.....	7
12. DATA PROTECTION.....	7
13. POLICY REVIEW.....	8

LIST OF APPENDICES

Appendix 1 Staff Annual Performance & Development Review Form:	9
Appendix 2 Leadership Team Performance & Development Review Form	

1.0 INTRODUCTION

1.1 The Association is committed to having a formal framework for appraising the performance of and developing its staff. The Association's Business Plan currently has six strategic objectives and goals.

1.2 Through our Staff Annual Performance & Development Review Policy (herein referred to as Policy), we will ensure that our staff have the skills, experience, personal development opportunities and key competencies to support the Association to deliver its strategic objectives as contained within its Business Plan.

1.3 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:

- **Customer** focused - empowering our staff and customers to fulfil their potential. Customers are at the centre of our business decision-making process.
- **Committed** - taking responsibilities for our decisions and actions. We always do what needs to be done and we think carefully about every penny we spend.
- **Community** based in Dalmuir, understanding the needs and aspirations of others and mindful of our impact on people, communities and the environment in everything that we do.
- **Caring** in what we say and do, ensuring that we help our customers feel listened to and safe and secure at home and in the services we provide, leading to fulfilling and independent lives.

1.4 Our organisational culture is about ***always doing the right things, right, every time.***

We are passionate about our culture at DPHA and we use the HEART acronym to reflect our culture.

HEART – we want to be at the *heart* of the community and have its needs at the *heart* of all that we do.

Here – Based **here** in the community we serve, **here** when customers need us at a time, place and manner that suits the people we are **here** to serve. Owning customer issues and finding solutions for them either internally or if required, with partnership agencies.

Excellent – Skilled and committed Board and staff team to make sure we are the best we can be. Designing services to ensure a tailored response that meets individual customer needs. Driven to continually review and improve to be the best housing association, care provider and community anchor to our customers.

Accountable - Well governed, open and transparent and accountable, ensuring tenant interests are at the forefront of all our actions.

Results –Top performing and publicising information on what and how we are doing, welcoming challenge and feedback to improve the effectiveness and relevance of the services we provide.

Together – Inclusive and there for all people. We will treat each other and everyone we do business with, with care and respect. We will listen and treat everyone with courtesy. We will become advocates for our customers, working on their behalf to help them thrive in life.

2.0 BACKGROUND

- 2.1 The main objectives of a performance and development review system are usually to review all members of staff's performance and identify potential for development. DPHA believes that performance reviews can benefit both the employers and staff by improving job performance; by making it easier to identify strengths and weaknesses and by identifying the potential for staff development.
- 2.2 In addition to the annual staff performance and development review, the Association is committed to an ongoing performance review and development process throughout the year in the form of regular "1-2-1" meetings between the staff member and their manager. 1-2-1 meetings are generally carried out every quarter. Reference should be made to the Association's procedure guide on 1-2-1 meetings.
- 2.3 The Association is committed to ensuring all staff receive an annual performance and development review and regular 1-2-1 meetings. These will normally be carried out by the staff member's immediate manager.
- 2.4 The Association's Chief Executive will also receive an annual performance and development review as per this Policy and the Association's Chairperson, normally supported by another Board 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.
- 2.5 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.

3.0 OBJECTIVES

- 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 aspirations. It also provides assurance to the Association's Board, that it's staff, in carrying out their roles are supporting the Association to deliver its strategic objectives and goals.

3.2 Other Policy objectives include providing feedback to staff on performance, assessing competencies and behaviours, improving communication, understanding training/learning needs, clarifying roles and responsibilities, succession planning and to understand the potential of a member of staff for further growth and development.

4.0 AIMS OF THE POLICY

4.1 Our staff performance, development and review process aims to ensure that;

- Staff feel valued and motivated.
- Achievements are recognised and discussed.
- Performance is recognised and discussed.
- Talent is recognised and developed ~~and~~ where possible
- Individual objectives and priorities are agreed.

4.2 Learning and development needs are identified and agreed to meet the business's strategic objectives and goals and to support the competency and behaviour requirements to achieve those objectives.

4.3 Progress in achieving agreed objectives, priorities and competencies is monitored through regular the 1-2-1 meetings held throughout the year.

5.0 LEGAL AND REGULATORY REQUIREMENTS

5.1 This Policy complies with:

5.1.1 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; provide appropriate advice to the Board and ensure good service outcomes for tenants and other service users.

5.1.2 The Employment Rights Act 1996, the Equality Act 2010 and The Human Rights Act 1998 by ensuring that there will be fair and equal processes for staff development and performance management.

5.1.3 The Data Protection Act 2018 in terms of processing staff personal data (see section 12)

6.0 COMPETANCY BASED PERFORMANCE AND DEVELOPMENT

6.1 Our annual review process also uses a competency-based framework, which focusses on competencies and behaviours as well as giving the opportunity to discuss performance, objectives and priorities. Behaviours are key to achieving the Association's values and objectives.

6.2 There are six organisational and behaviour competency areas within the annual review process, and these are:

- Here.

- Excellent.
- Accountable.
- Results.
- Together.
- Behaviour.

6.3 The competency framework is intended to be flexible and reflects the Association's culture and values.

7.0 STAFF PERFORMANCE & DEVELOPMENT REVIEW PROCESS

7.1 A staff performance and development review meeting will be held annually with each member of staff and carried out by their immediate manager. This is an important meeting and will be self-reflective; looking back over the previous year as well as looking forward to the year ahead.

7.2 The annual review will be supported by a formal Staff Annual Performance & Development Review Form, which standardises the approach to performance and development reviews and provides a formal record of the annual review that sits in the individual staff member's personnel file. A template for the Staff Annual Performance & Development Review Form is attached as **Appendix 1**. The Performance & Development Review Form for the leadership Team is attached at **Appendix 2**.

7.3 The annual review form should be fully completed by the staff member and sent to their manager ideally **5** working days before the annual review meeting. Once the annual review is complete the manager will insert their written feedback and return the form to the staff member within 5 working days of the meeting taking place.

7.4 In preparing for the performance and development review meeting, the manager will reflect and be prepared to discuss objectives, performance, learning and development, achievements, and expectations for the year ahead.

7.5 The manager will give the member of staff a copy of the signed Staff Annual Performance & Development Review Form for their own records. The completed review form will be retained in the staff member's personnel file in accordance with our data protection processes.

7.6 All managers will undertake appropriate training on how to conduct staff annual performance and development reviews.

8.0 STAFF LEARNING & DEVELOPMENT PLAN

8.1 In addition to providing a performance, competence, and development framework for individual members of staff, the Association will use the outputs from the annual performance and development review process to identify an individual member of staff's learning and development needs, and the training and development needs of the whole staff team. The Association's People & Policy Sub-Committee ~~Staffing~~

Committee will consider an annual Staff Learning and Development Plan for the year ahead.

9.0 MONITORING & REPORTING

9.1 The Chief Executive will report the outcome of the staff performance review and development process to the People & Policy Sub-Committee on an annual basis and will highlight any changes that may be required to the Policy, and any organisational issues that should be brought to the Sub-Committee's attention. Reference will not be made to individual members of staff within the report.

9.2 During 2025/2026 the Association intends to carry out an annual staff survey, the outcome of which will be reported to the People & Policy Sub-Committee including any areas for improvement. Thereafter the survey will be carried out on an annual basis.

9.3 In addition, as an accredited Investors In People (IIP) employer, Board members will also receive validation of the Association's commitment to staff development from the annual IIP touchpoint meeting and the 3-year reaccreditation process.

10.0 ~~APPEALS~~ DISSATISFACTION

10.1 If a member of staff is not satisfied with the outcome of their annual performance and development review they should in the first instance try to resolve the matter directly with their manager.

10.2 If the matter cannot be resolved, the member of staff should refer to the Association's Grievance Policy.

11.0 EQUALITY AND HUMAN RIGHTS

11.1 We are committed to promoting an environment of respect, understanding, encouraging fairness, diversity and eliminating unlawful discrimination by providing equality of opportunity for all. This is reflected in our Equality and Human Rights Policy.

12.0 DATA PROTECTION

12.1 We will treat personal data in line with our obligations under the current data protection regulations and our Privacy Policy. Information regarding how data will be used and the basis for processing data is provided in our Employee Fair Processing Notice.

13.0 POLICY REVIEW

13.1 This policy will be reviewed every 3 years or early if required.

APPENDIX 1 [CURRENT FORM USED FOR STAFF ANNUAL REVIEWS]

STAFF Annual Performance & Development Review Form

Name:	
Date of Annual Review:	
Job Title:	
Team:	
Start Date:	
Manager's Name:	
Job title:	

PARTS A and B: The staff member should complete Parts A & B before the annual review meeting and return the completed form to their manager by (insert date).

PART A

A1 In your own words please briefly describe your understanding of the main duties and responsibilities of the job you do at DPHA

A2 Has the past year been good, bad, satisfactory, or otherwise for you, and why?

A3 What do you consider to be your most important work achievements of the past year, and why?

A4 What parts of your job do you enjoy the most, and why?

A5 What parts of your job do you enjoy least, and why?

A6 What parts of your job do you find most difficult, and why?

Part B

B1 What has been your progress against previously agreed work/personal objectives? You should refer to your previous annual review and/or other objectives agreed with your manager.

B2 What barriers/challenges have you encountered with meeting your objectives during the last year, and why?

B3 How well do you feel your Team works together, and why?

B4 is there anything else your manager can do to support you and/or your Team?

B5 What training and development have you undertaken during the past year and how beneficial do you feel it was?

B6 Briefly describe how you meet the Association's H.E.A.R.T competencies

B7 Please advise one thing that you really like about your job/DPHA and one thing you would like to improve/change, and why?

B8 Where do you see yourself in 2 years' time?

B6 What do you need to do to develop in order to get there?

When you complete Parts A&B, email this form to your manager.

PART C To be completed jointly by the manager and staff member during the annual review discussion. The actions under Part C are specific to the staff member.

PART C

C1 List your 'SMART' work objectives for the coming year, taking account of DPHA's Delivery Plan objectives.

C2 Please record any specific actions you are required to take for you to meet the H.E.A.R.T competencies.

C3 Please record your learning and development needs for the next year.

C4 Manager's feedback on performance & development.

C5 Staff member's additional comments.

C6 Are you happy to sign off your annual review form? If yes, please sign and date below.

If no, please provide comments:

Signatures:

Staff Member:

Date:

Manager:

Date:

Manager to email fully completed & signed form to staff member, saving a copy in the staff member's personnel file.

Leadership Team Annual Performance & Development Review Form

Name:	
Date of Annual Review:	
Job Title:	
Team:	
Start Date:	
Manager's Name:	
Job title:	

Please complete this form and pass it to your Manager at least 5 working days before your annual review. Once your annual review meeting

1. BUSINESS PLAN OBJECTIVES & GOALS – YOUR CONTRIBUTION
Over the past year what has been your role in supporting the delivery of the Association's strategic objectives and goals contained within the current Business Plan and Strategic Delivery Plan. <i>Please give examples.</i>
Goal & Objective 1: Desirable Homes - Provide warm, dry, safe & affordable homes meeting tenants' needs.
Goal & Objective 2: High Quality Services - Deliver a wide range of high performing services which are positively received by customers.
Goal & Objective 3: Satisfied Customers - Support customers to engage with us and actively seek their feedback.

Goal & Objective 4: Proud Community – Promote community involvement and local partnerships for the benefit of the local area.

Goal & Objective 5: Effective Leadership – Invest in our people to develop their talents and raise our performance.

Goal & Objective 6: Resilient Organisation – Ensure robust financial management and governance.

2. YOUR WORK OBJECTIVES

Reflecting on your current work objectives, what progress have you made in achieving your objectives? *Please list your agreed work objectives below; provide a brief progress update for each objective, noting any particular reason if you have been unable to achieve the objective.*

1.	
2.	
3.	
4.	
5.	

A. Can you give an example of what has gone well for you during the last year and why?

B. Are there any specific barriers/challenges have you encountered during the last year and why?

--

3. YOUR TRAINING AND DEVELOPMENT

Please list the training & development you have undertaken during the past year.
Noting 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.	

4. YOUR ROLE PROFILE

A. Do you feel your job changed substantially over the last year? YES/NO

If yes, please provide comments.

--

B. Do you feel your role profile clearly says what your job is all about? YES/NO

If no, please provide comments.

--

C. Do you feel your role profile needs to be reviewed? YES/NO

If yes, please provide comments.

--

5. COMPETANCIES

DPHA wants to be at the HEART of our community and have the community's needs at the HEART of all that we do; our culture reflect this. You are expected to meet the 6 organisational & behaviour competencies, which are referred to in your Role Profile and are reflected in DPHA's HEART culture.

Please give some examples of how you feel you meet the Association's HEART culture.

6. LEADERSHIP

How would you define your leadership style? Can you give some examples of how you have delivered inspirational leadership over the last year?

7. YOUR WORK OBJECTIVES FOR THE YEAR AHEAD

List what you see as your work objectives for the coming year, taking into account DPHA’s strategic objectives & goals as well as any additional work-related objectives you may have.

Your work objectives should be SMART objectives – Specific, Measurable, Achievable, Relevant, Time-bound.

Example – Objective: Review the Asset Management Policy: Read the SHR’s revised guidance. Research examples of other RSLs policies and areas of good practice. Seek professional advice. Consult with relevant staff . Review existing policy & present the revised draft to the People & Policy Sub-Committee.
(Define your work objective & then insert narrative about how you plan to achieve the objective)

Target Completion Date:
31 March 2026

1.		
2.		
3.		
4.		
5.		
6.		

8. YOUR LEARNING AND DEVELOPMENT NEEDS FOR THE YEAR AHEAD

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

Please list below.

1.	
2.	
3.	
4.	
5.	

9. JOB SATISFACTION

Can you please note down one thing that you really like about your job or DPHA and one thing that in an ideal world you would like to see changed?

1. One thing you like:

--

2. One thing you would like to see changed:

10. ASPIRATIONS

In terms of succession planning and your own personal aspirations, where do you see yourself in 2 years' time?

What support can DPHA provide to help you achieve your aspirations?

11. NOTE DOWN ANY ADDITIONAL COMMENTS YOU MAY HAVE

If there is anything else that you would like to discuss as part of your annual review, please provide comments below

12. SIGNATURE

Your signature:

Date:

PLEASE EMAIL YOUR ANNUAL REVIEW FORM TO YOUR MANAGER

13. FEEDBACK FROM YOUR MANAGER

Your Manager will provide their feedback to you within 5 working days of your Annual Review taking place. *Your Manager's feedback is:*

14. ARE YOU HAPPY TO SIGN OFF YOUR ANNUAL REVIEW FORM? YES/NO

If your answer is no, can you please provide your reason(s):

15. SIGNATURES

<i>Your signature:</i>		<i>Date:</i>	
<i>Manager's signature:</i>		<i>Date:</i>	