

# ***Staff Performance and Training Reviews Policy***

Reviewed: Mar 23  
Next Review: 2026



ROSEHILL HOUSING CO-OPERATIVE LIMITED  
250 Peat Road, Glasgow, G53 6SA



## 1. Introduction and Purpose

1.1 We recognise that our staff are crucial to the successful delivery of our Vision, our Values, and our Strategic Objectives. It is important that we have an effective framework in place to manage, support and appraise our staff. This policy sets out our framework for appraising our staff.

1.2 The purpose of the Performance and Training Review process is:

- to ensure that we have the right skills in the right place at the right time and to the required capacity to meet our strategic objectives and deliver services to agreed standards.
- to develop and support all staff to do their job well, in line with our policies and procedures, for the benefit of our tenants and other customers.
- to ensure that staff are aware of the importance of their job and how their efforts fit with our strategic objectives.
- to maximise the capacity, resilience and flexibility of our staff and resources.
- to develop and retain professional skills through meeting identified training needs and further study where possible.
- to recognise good performance and to provide support and guidance where performance could be improved.

1.3 The advantages of a good appraisal system are that it will:

- help to assess staff against defined objectives.
- provide a platform for constructive feedback and to recognise performance.
- allow us to define medium- and long-term objectives for our employees.

1.4 It also offers the opportunity to:

- address any issues;
- discuss apparent performance concerns;
- find solutions, such as offering training.
- reflect, and possibly identify other ways to do things;
- clarify a staff member's job role and where they fit in the team.
- identify training and development needs, as well as other support mechanisms..

- build upon current successes through the identification of future objectives.
- build a good relationship between the staff member and manager.
- provide an opportunity for staff to contribute to Rosehill's development.

## 2. Our Values

2.1 The delivery of our Vision and Strategic Objectives is underpinned by our Core Values:

We will

- Invest and Support

We will be

- Engaged and Responsive
- Accountable and Compliant
- Fair and Approachable
- Efficient and Responsible
- Excellent and Committed

2.2 The existence and implementation of the Staff Performance and Training Review Policy is a good example of our Values in practice with particular reference to investing and supporting and being engaged and responsive and, fair and approachable.

## 3. Other Relevant Policies

3.1 This Policy is linked with the following policies/documents:

Learning and Development Policy

## 4 Principles

4.1 We apply the following principles to ensure our Performance and Training Review (PTR) system is meaningful, effective, and mutually beneficial to staff and Managers.

4.2 It is recognised that best results will be achieved if this process is conducted in an atmosphere of mutual respect.

- 4.3 The PTRs will assess the overall achievements rather than day to day details. This will be for a period of no longer than the previous year and will include a mid-year review.
- 4.4 The aim of the PTR process is to achieve mutual assessment and agreement on the staff member's development objectives and needs.
- 4.5 Staff members and managers should be made aware of all matters for discussion prior to the formal PTR meeting.
- 4.6 Committee members, managers and staff involved in appraising staff in the PTR system will be given appropriate training.

The objective of the PTR process is to achieve a mutual assessment of performance and agreement on the way forward. There may be times when the expected outcomes of the appraising manager and the post holder are different, however this should be as an exception.

## 5. Performance and Training Reviews

- 5.1 The PTR process forms part of our approach to performance management. Central to this is our business plan which is produced through a series of discussions, business planning events and consultation. Those involved include: our Management Committee, Management Team, Staff Team, tenants, and other key stakeholders.

- 5.2 Our business plan sets out our strategic objectives, our vision, and values, how we will achieve our objectives, what success will look like and sets targets, timescales, and deadlines to be achieved. Each member of staff has an individual work plan, which cascades from our business plan, setting out specific tasks and targets to be achieved all in line with our business plan objectives.
- 5.3 Staff are responsible for drawing up their own work plans taking account of the following:
- Their team's Section Operational Plan (including Operational/ARC targets)
  - Line Manager's or immediate supervisor's Work Plan
- 5.4 Staff's work plans are signed off by the relevant Line Managers and in the case of the Director the plan is signed off by the Chair and/or Vice Chair.
- 5.5 The outcomes from these work plans form the focus for the PTRs, which are carried out twice a year, at the mid-year point and then at the year-end. Staff's PTRs are carried out by the relevant Line Manager and in the case of the Director, are carried out by the Chair and/or Vice Chair.
- 5.6 The procedures for implementing the PTR system are attached at Appendix 1.
- 5.7 It is intended that the procedures and the PTR form (Appendix 2) can be reviewed independently of the Policy. This is to assist with being responsive to feedback from staff following their experience of the PTR process.

## 6. Confidentiality and Data Protection

- 6.1 A completed PTR form is a confidential document. Therefore, the forms will be kept securely and only the employee, employee's Line Manager, Corporate Services & HR Manager, and Director will have access. Copies of completed forms will be stored in each member of staff's online personnel folder. Forms will be destroyed one year after an employee leaves Rosehill's employment.
- 6.2 Section 8 provides a summary of our Privacy Policy.

## 7. Reports

- 7.1 The Corporate Services & HR Manager will present reports to the Staffing and Health & Safety Sub- Committee, for its consideration, on staff PTRs carried out in respect of all

staff. The report will be limited to general conclusions which ensure that the action plans from the PTRs are incorporated in Training Plans and work plans where appropriate. The report will also provide the Sub-Committee with sufficient information to meet their responsibilities to monitor and evaluate the effectiveness of this Policy.

7.2 Neither the Management Committee nor the Staffing and Health & Safety Sub-Committee will have access to individual staff PTR documentation.

7.3 The Chair will provide the Management Committee with a report on the outcome of the Director's PTR on the same basis as set out in para 5.1. The Director's PTR documentation can only be viewed by the Chair and Vice Chair.

## 8. Data Protection

8.1 On 25<sup>th</sup> May 2018, the legislation governing data protection changed with the introduction of the General Data Protection Regulation (GDPR). Following the UK's exit from the EU, and the end of the transition period which followed, the GDPR formed part of the retained EU law and became the UK GDPR which together with the Data Protection Act 2018, constitutes the UK's data protection legislation.

## 9. Equality and Diversity

9.1 We are committed to ensuring equal opportunities and fair treatment for all people in our work. In implementing this Policy, we will provide a fair and equal service to all people, irrespective of factors such as gender, race, disability age, sexual orientation, language or social origin, or other personal attributes.

## 10. Risk Management

10.1 In all the key areas of our business we need to consider any risks which may arise. To this end we have in place a robust Risk Management Policy and from this flows our Risk Register. We have identified our strategic risks which are regularly monitored by our Management Team and Audit Sub-Committee.

10.2 Key to the mitigation of the risks associated with a lack of staff development and performance reviews, is having a comprehensive policy in place to manage how we assess performance and training. This policy sets out Rosehill's approach to the continuous improvement of performance of our staff.

10.3 To ensure we continue to manage the associated risks we will periodically review this Policy to ensure compliance with all legislative requirements and regulatory and best practice guidance.

## 11. Review of Policy

11.1 Subject to any material changes in our practice, good practice guidance or current thinking this Policy will be reviewed as follows:

<b>Review Cycle</b>	<b>Next Review Date</b>
3 yearly	March 2023



## Procedures for Staff Performance and Training Reviews (PTRs)

### 1. Preparing for PTR Interview

- 1.1 Staff will be given sufficient time during working hours to prepare for the meeting and should understand the framework and objectives of the PTR process. Managers and staff should have regular discussions on work, their contribution, and its relationship to Rosehill's objectives throughout the year.
- 1.2 Staff need to take account of their work plans and training plans and, if necessary, their last PTR when completing the PTR form.

### 2. Timescales

- 2.1 Line Managers are required to issue this procedure and the PTR form (attached) to staff members at least two weeks before the PTR is scheduled to take place.
- 2.2 Staff must complete the form and return it to their Line Manager three working days before the PTR meeting takes place.
- 2.3 As standard, mid-year PTRs must be carried out in April and no later than the end of April. The year-end PTRs must be carried out in October and no later than the end of October.

### 3. Who Appraises Who

- 3.1 All staff will participate in the PTR process. The person carrying out the PTR must have direct influence over the staff member's future and be capable of implementing most recommendations arising from the PTR. In practice this will be the formal Line Managers.

#### **Appraiser**

#### **Appraisee**

Chair and/or Vice Chair

→

Director

Director

→

All Managers and Finance Officer

Finance Officer

→

Finance Admin Assistant

Housing Services Manager	→	Members of Housing Services Team
Technical Services Manager	→	Members of Technical Services Team
Corporate Services & HR Mgr	→	Members of Customer Services Team

#### 4. Arrangements for PTR Meeting

- 4.1 A period of 45 – 60 minutes should be allocated for each PTR meeting. The interview should take place in a private room where no one can overhear discussions.

#### 5. Post PTR Arrangements

- 5.1 Once the PTR meeting is complete the Manager will complete the summary/recommendations part of the form covering agreed objectives, any training and development needs identified, with agreed timescales for implementation. The PTR form will then be passed to the staff member within one week of the interview taking place. The staff member will have an opportunity to comment further before signing and returning the form within one week of receiving it. The completed and signed form will be scanned and saved into the staff member's personnel file. The Manager will confirm to the staff member that the form is in their personnel file. After which the Manager will arrange for all paper and emailed versions of the PTR form to be destroyed.

#### 6. Follow Up

- 6.1 In terms of any required actions and timescales agreed at the PTR interview, Managers must regularly monitor the implementation of any actions to ensure they are being achieved.
- 6.2 At the next PTR meeting, the completion and outcomes of any "action plans" will be reviewed as part of the overall PTR process.