

Protocol for the Management, Appraisal and Support of the Director

Adopted: Mar 22
Next Review: Mar 25



1. Introduction/Purpose

- 1.1 Regulatory Standard 5 requires RSLs to “conduct its affairs with honesty and integrity.” Part of the guidance to this standard states “The governing body is responsible for the management, support, remuneration and appraisal of the RSL’s senior officer and obtains independent, professional advice on matters where it would be inappropriate for the senior officer to provide advice.”
- 1.2 The purpose of this Protocol is to set out clear arrangements for the management, appraisal, supervision and support of the Director by Rosehill’s Committee. The matter of remuneration is the subject of a separate policy, Principal Officer Remuneration.

2. Line Management

- 2.1 The appointment of the Director is a key function of Rosehill’s Management Committee. The Director, as the most senior staff member, plays a crucial role in the governance and leadership of Rosehill, and is the key link between Rosehill’s Management Committee and the staff team. It is a key responsibility of the Director to use this link role to facilitate good governance across the organisation.
- 2.2 The Director has considerable experience of working at a senior level in the organisation and will not require close day-to-day supervision in order to carry out her responsibilities. However, it is essential for good governance that there are clear arrangements in place for management and supervision of the Director, at an appropriate level, and that the Director is supported effectively by Rosehill’s Management Committee in its role.
- 2.3 The Management Committee delegates responsibility to the Chair of the Management Committee to act in a line manager role for the Director. As such, the Chair will be responsible for arranging periodic one-to-one meetings with the Director throughout the year to:
 - review progress against key objectives;
 - discuss the effectiveness of their performance and contribution to the leadership and governance of Rosehill;
 - discuss any areas of concern regarding Committee(s), management and staff team inter-relationships;
 - discuss Committee agenda planning and other issues; and
 - discuss any support, training and development required by the Director.

- 2.4 The Director will be required to advise the Chair of her intentions to take leave. For leave of more than a week, the Director will be required to agree this with the Chair in advance of the leave being taken.
- 2.5 For absences relating to special leave (as per the EVH conditions of absence) the Director will be required to obtain the Chair's authorisation in advance.
- 2.6 For absences relating to sickness, the Chair will be the key contact during any period of extended absence and for absence management arrangements.

3. Performance Management

- 3.1 Rosehill seeks to take an integrated approach to performance management and sets this out in our Business Plan and Performance Management Processes. These processes e.g. work plans support individuals to contribute towards achieving organisational goals.
- 3.2 The Business Plan Process sets out Rosehill's approach to systematic business planning effectiveness, and how organisational objectives, priorities and targets are set and reviewed each year. This process is integrated with the annual budget preparation process and the Section Operational Plans.
- 3.3 On completion of the Annual Business Plan review including the approved annual plan of objectives, priorities and targets and the Section Operational Plans, all staff produce an individual work plan and training plan for the coming year. The work plans link back to the Annual Section Operational Plans and Annual Plan of objectives, etc. The work and training plans are signed off by Line Managers.
- 3.3 Rosehill has a system of individual staff appraisal (Performance and Training Reviews) and the individual work plans form the basis of the reviews as per our Staff Appraisal Policy. Reviews are conducted for all staff twice a year i.e. mid-year and year-end. The twice yearly reviews also include an assessment of behaviours against our core values.
- 3.4 The development/training needs of each staff member are identified and training plans devised to meet these requirements, in the context of the tasks and targets required to be achieved, the level at which the expected performance levels for the role are being demonstrated while also recognising the mutual aspirations and benefits for both the individual and the organisation of wider development and career progression. The training plans are signed off by Line Managers along with the work plans.

3.5 Any action points identified during staff reviews will be turned into an Action Plan by the Line Manager in conjunction with the staff member. Any additional training needs identified will be added to the staff member's Training Plan. Managers will monitor staff's progress with the implementation of any action plans.

3.6 It is very important that the same principles are applied to performance management in relation to the Director, at an appropriate level, as to all other staff.

3.7 The Director's Work Plan and Performance/Training Reviews

3.7.1 The system for developing work plans is conducted on a cascaded basis, starting with the Director and continuing down the staff structure. This means the Director's work plan, once signed off by the Chair, will be shared with the Management Team to assist with the development of their work plans and in turn they will share their approved work plans with their staff teams. This will ensure the objectives, priorities and targets can be cascaded effectively down through the organisation.

3.7.2 The Director's twice-yearly reviews will be conducted by the Chair of Rosehill. The reviews will be based on the Director's Work and Training Plans. The Plans will be agreed with the Chair at the start of each financial year.

3.7.3 The Mid-Year reviews will normally be conducted during the month of April and the Year-End reviews in October. The Director's reviews should be conducted first by the Chair. The Director will then conduct the reviews of the Management Team, following which they will undertake the reviews of their staff teams.

3.7.4 The performance and training reviews of the Director will follow the same process as for other staff. This process is set out in the Staff Performance and Training Review Policy and is supported by relevant forms. The Policy applies to the Director as well and the forms will be used for all staff reviews including the Director's.

3.7.5 The Chair will undertake appropriate training on the appraisal of the Director and will be required to undertake refresher training every 2-3 years.

3.8 Grievances and Disciplinary Matters

3.8.1 Any grievances which the Director wishes to discuss or pursue more formally must be raised in the first instance with the Chair, unless they relate to the Chair, in which case they must be raised with the Vice Chair.

- 3.8.2 Any grievances raised by staff or Committee Members relating to the Director must be raised in the first instance with the Chair, unless the Chair is part of the grievance, in which case they should be raised with the Vice Chair.
- 3.8.3 Any disciplinary matters concerning the behaviour or performance of the Director must be raised with the Director by the Chair in the first instance, or in their absence, by the Vice Chair.
- 3.8.4 The Committee will have regard to the high sensitivity of all such matters set out in paras 3.8.1 to 3.8.3 and will act with extreme care in all cases. The Committee will also ensure that all grievance or disciplinary matters follow the processes as set out in the EVH Conditions of Service. The use of suitably experienced independent consultants to carry out any necessary investigations should always be considered, as is the need for legal advice. Committee must also consider any specific regulatory guidance in this area; especially that set out in the regulatory guidance on Notifiable Events.

4 General

- 4.1 Certain tasks within this protocol are delegated to the Chair. In the event it is inappropriate for the Chair to deal with certain matters/tasks or in their absence these will be undertaken by the Vice Chair.
- 4.2 This Protocol will be reviewed at least every three years to ensure it continues to reflect our governance and business plan and performance arrangements, EVH conditions of Service and any relevant regulatory requirements.