

Health Professions Council

1 March 2006

Partner Performance Appraisal for Registration Assessors, Visitors, Panel Members and Panel Chairmen.**Executive Summary****Introduction**

Further to presenting the proposed Partner Performance Appraisal documentation to the Education and Training, Registrations, Investigating, Conduct and Competency and Health Committees, the final amended drafts are enclosed for Council approval. All Committee members were invited to provide comments and suggestions as to how they felt the system could be improved upon. All the comments offered were taken into consideration, and, where possible, have been incorporated into the final versions. Details of the major proposed amendments and the subsequent action that was taken can be found at appendix 1.

The current drafts have been approved by HPC's Director of Fitness to Practise and Director of Operations, in addition to Kingsley Napley (HPC's Human Resource Lawyers) and Bircham Dyson Bell (HPC's Public Affairs Lawyer).

While it is anticipated that the first round of appraisals will take place in April 2006, it is expected that this system will evolve and improve as feedback is gathered from Partners. It is proposed that a presentation be made to Council in six months time, to provide feed back on the progress of this system.

Decision

Council are asked to approve the performance appraisal system for all Partner Roles.

Background Information

None

Resource Implications

Incorporated in the 2005/6 budget

Financial Implications

Incorporated in the 2005/6 budget

Background Papers

None

Appendices

- Appendix 1 Committee comments and action taken
- Appendix 2 Draft Panel Chairman Appraisal and Guidance notes
- Appendix 3 Draft Panel Member Appraisal and Guidance Notes
- Appendix 4 Draft Visitor Appraisal and Guidance Notes
- Appendix 5 Draft Registration Assessor Appraisal and Guidance Notes

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Appendix One

Comment: It was requested that the use of the word ‘consistent’ be defined, where it refers to the Partner’s performance. (i.e. ‘consistently awarded a score of above / below 3’). This is important as it influences the method of feedback given to the Partner.

Action: The wording of the feedback section of the guidance notes has been changed. It is now proposed that any Partner who is awarded a score of below 3 in any competency will be provided with feedback, either by telephone or by means of an appraisal follow up meeting. The decision as to what method of feedback will be delivered, will be driven by the content of the comments in the rationale section at the end of each competency.

Comment In light of the statement at the front of the Panel Member and Chairman appraisal guidance notes, stating that assessment should only take place in the public section of the hearing and not during the private deliberations, it was strongly suggested that elements competency of 4 (Decision Making) and Competency 6 (Communications) should not be included.

Action: As it is important that Panel members are seen, so far as possible, to be free of influence by the HPC, assessments should be made only of the Panel members' and Panel Chairman's public performance. No judgment on performance during the private deliberations should be made. This is to help ensure that the Appraisal System does not fall foul of Article 6 of the European Convention on Human Rights - which guarantees a fair hearing. Further legal advice was sought on this matter from Bircham Dyson Bell, with particular reference to competencies on decision making, communication and chairing skills. The following recommendation where made – all have been implemented.

As to the section headed "4. Decision Making", for Panel Members there is, as we discussed, a danger that the currently specified appraisal criteria will lead to assessment of private Panel discussions. To avoid that, we would suggest that the first bullet point be amended to read "Actively participates in the public hearing of the matter before the Panel", and that the 4th and 5th bullet points be deleted;

Under the heading "4. Decision Making", for Panel Chairmen it seems to us that the first four bullet points address matters relevant principally (if not exclusively) to the Panel's private discussions. For that reason alone, it would in our view be inappropriate to include them in an appraisal scheme of this sort, although in practice it would also be very difficult for the Legal Assessor to make any judgment about them. We therefore recommend that these bullet points be deleted;

As for the section headed, "5. Questioning", we would suggest that a further bullet point be added to read as follows: "Asks questions in a manner comprehensible to the persons(s) to whom they are directed.";

Under the heading "Chairing Skills", we would suggest that the 2nd bullet point be amended to read "Ensures fairness to all parties and their

witnesses."; that the word "of" three words from the end of the 5th bullet point should read "or"; and that the 6th bullet point should probably be deleted, as it tends again to suggest an appraisal of matters which would normally take place in private

- Comment** It was felt that when assessing the Panel Chairman, the 2 Panel Members present should combine their assessment, as opposed to completing one section each.
- Action:** As requested these sections have been merged. There is now only one section for the Panel Members to jointly assess the Panel Chairman.
- Comment** It was suggested that face to face interviews would be a better way to deliver feedback, as an alternative to the proposed method of offering telephone feedback, which might not be well received by the Partner.
- Action** Ideally an appraisal follow up meeting would be offered to all Partners who undergo the appraisal system. However this would prove to be difficult both in terms of time and resources. The appraisal system has been design, so far as is possible, to be straightforward and cost-effective. Careful consideration to the cost and benefits of having a face to face feedback system in all cases would need to be taken into account. Partners would expect to be paid the daily fee of £130 to attend such an interview, in addition to travel and subsistence costs. This section, therefore, has remained unchanged subject to Council approval.
- Comment** It was requested that the paragraph in the Guidance Notes 'Other Important Information' (i.e. statement on discrimination and reference to the Partner Complaints procedures) be emboldened.
- Action** This has been done, as requested.
- Comment** It was suggested that a 'best practise' objective was built into the aims of the performance appraisal.
- Action:** This has been done, as requested.
- Comment:** Concern was raised that all Partners undergoing appraisal should have a minimum level of experience before they are assessed.
- Action:** No Partner will be assessed unless they have carried out the duties associated with their role at least twice. This is explained in the guidance notes.
- Comment:** It was asked if it could be expressed more clearly that the Partner Manager would be the person to provide the feedback.
- Action:** This has been done, as requested.
- Comment:** Under the section heading 'Failure to Agree' in the guidance notes, it was requested that the process for appeal is made clearer.
- Action:** This section has now been re-drafted, with the assistance of Kingsley Napley, HPC's Human Resource Lawyers. It clearly explains what will happen in instances where a Partner feels they have been treated unfairly. Kingsley Napley advised against more robust process and has given assurance that the re-draft is fair and will offer the HPC a level of discretion when dealing with such cases.

Panel Chairman Self Appraisal and Peer Feedback- Guidance Notes

The Health Professions Council recognises that Partners are an important and valuable resource, essential to the success of the organisation. To help maintain a high quality service via the Partner programme, a Performance Appraisal system has been developed.

Any other comments of how this system could be improved are most welcome and should be directed to HPC's Partner Manager.

The following guidelines are designed to help you complete the performance appraisal form. If you have any questions or need further support, please contact Liz McKell, Partner Manager on 020 7840 9757, or at liz.mckell@hpc-uk.org

Contents

- Panel Chairman Role Brief
- Objectives of Partner Performance Appraisal
- Competency Types
- Rating Scale
- Completion of the Form
- What happens next
- Failure to Agree
- Confidentiality
- Other important information
- Questions and Answers

IMPORTANT

Assessment must only be based on the public performance of your fellow Panel Member; private deliberations should NOT be assessed. This appraisal is concerned only with the way in which the hearing is conducted in public and the processes used to reach the decision. IT DOES NOT SEEK TO ASSESS, JUDGE OR CLARIFY THE ACTUAL DECISIONS REACHED BY THE PANEL.

Role Brief

Purpose of Role

To Chair Fitness to Practise panels (within the parameters of each panel), ensuring they are conducted in accordance with the Health Professions Order 2001 and all other relevant policies and procedures.

Main Responsibilities

- Follow procedures laid down in the Committee rules.
- Act as spokesperson for the Panel.
- Manage the effective running of hearings, by grasping the details of a wide range of material and contributing to objective decision making, by exercising sound judgement.
- Ensure all decisions are reached objectively and are not influenced by public opinion, emotion or external pressure.
- Exercise a casting vote, if such action is necessary.
- Take advice, where necessary, from the Legal Assessor.
- Ensure that all reasoning and complex issues are clearly explained and understood.

Person Specification

- Understands the importance of upholding public interest in all that the HPC undertakes.
- Has participated in a minimum of 6 HPC panels, or equivalent.
- Experience of quasi-judicial proceedings in equivalent situations.
- Demonstrable experience of contributing to and encouraging open and proactive accountability to the public and professions.
- Gravitas to command public confidence and that of employers, training institutions, health professionals and other key stakeholders.
- Effective time management skills.
- Evidence of strategic thinking.
- Ability to analyse and evaluate complex information in order to form opinions and make decisions that are based on fact.
- Ability to work as part of a Committee, working collaboratively and co-operatively, establishing and maintaining effective working relationships.
- Highly developed communication skills.
- Ability to devote commitment and energy to support the Council in all it's work.
- Willingness to undertake any training, assessments or performance review as required.

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Objectives

The objectives of the Partner Performance Appraisal will be to:

- Ensure the public is adequately protected in all decisions reached by Partners.
- Make sure that the HPC is providing a high quality service through the Partner Programme.
- Highlight areas for improvement in Partners' Performance.
- Maintain Best Practice at all times.
- Identify areas for improvement in HPC's training and processes.

It is anticipated that all Partners will be appraised at least once per year for each role they undertake with the HPC. (e.g. an individual who is both a Panel Chairman and a Visitor will receive 2 separate appraisals). To ensure consistency, no Partner will be assessed for a role until they have carried out their duties in that role at least twice.

Competencies

All Panel Chairmen will be evaluated on the same criteria, set out as 'Competency Types'. These competencies are derived from the Panel Chairman role brief, HPC training and the professional expertise, experience and knowledge that all Partners are expected to bring to the role. Each Competency type contains a number of questions, designed to help gauge overall performance in each area.

The competencies against which all Panel Chairmen will be assessed are:

- Knowledge of Key Legislation governing the HPC
- Application of Relevant Procedure
- Understanding the importance of public protection and a fair hearing
- Decision Making
- Questioning
- Working in a Co-operative and professional manner
- Communication
- Chairing skills

The Ratings Scale

The ratings apply appropriate ‘measures’ (in this case a score of 1 to 5) to a list of performance criteria (competencies). These measures help indicate poor, good and above average performance. Please allocate only one marking for each question. If you feel that you cannot provide a marking on a particular question or competency, please indicate why in the space provided on the form.

A marking of ‘3’ for each question will indicate that the Panel Chairman meets the requirements for the role. It is expected that the majority of those assessed will receive this marking throughout the appraisal. Anyone allocating a marking above or below ‘3’ must provide a rationale as to why they think this is appropriate, providing examples of how/why the performance exceeds/does not meet the required standards.

Please do not allow one performance characteristic to influence your ratings in other areas. In other words, each aspect of your assessment should be addressed in isolation from the others and you should not allow particularly good (or poor) performance by the person being assessed in one aspect to influence your assessment of other areas of that person’s performance. To assist in this process, you should make every effort to reach a concluded judgement about yourself or your colleague on a single aspect before moving on to the next one. Only the criteria set out in the Performance Appraisal form should be used to assess the Panel Chairman. Please also ensure that you appraise only their performance, not their personal qualities.

- 5 Outstanding performance
- 4 Exceeds the requirements of the role
- 3 Good performance – meets the requirements of the role
- 2 Limited Performance – shows some minor weaknesses
- 1 Poor Performance – shows significant weakness, further training needed.

Completion of the form

Each Panel Chairman will be informed of the appraisal at least three weeks in advance of the date of the hearing, at which their performance is to be assessed. The appraisal, therefore, should be centred on the performance of each Panel Chairman at this hearing.

The first section is for you to assess your own performance. Once you have completed this section, the form should be passed to the Panel Members for completion of their section. The Panel Members in turn pass the form to the Legal Assess, who will return the completed version back to the HPC Executive present at the hearing.

The HPC will consider anyone with a rating of ‘3’ to be carrying out their duties effectively. However we would like to hear of instances where you feel that you or your colleague’s, performance has exceeded expectations to help us identify how we can help others to improve. Similarly, if you feel that your or your colleague’s performance in certain areas needs to be developed further, please ensure this is recorded. This information is necessary for the HPC to

offer support and further training/clarification and, where appropriate, to re-examine its training and procedures.

Please note

- *We only ask for your HPC Registration Number as a unique identifier – we may have Partners in the same profession who share the same name.*

What Happens Next

A copy of the appraisal will be sent to each ‘appraisee’ for their records. The original paperwork will be kept on the Partner’s file, in the Human Resource Department.

Those who are awarded a score of 3 and above throughout the appraisal will be provided with written feedback by the Partner Manager. This will include reference to the comments made in the rationale section at the end of each competency. Those who are awarded a score of below 3 in any competency will also be provided with feedback, either by telephone or by means of an appraisal follow up meeting.

1. **Telephone Feedback:** The Partner will be contacted by telephone by the Partner Manager who will discuss with them the areas of concern, agree how these areas could be improved upon and the time-frame for this improvement. If appropriate, further training will be offered to those who require clarification of their role, or HPC’s procedures. The details of this telephone conversation will be followed up with the Partner in writing.
2. **Appraisal Follow up Meeting:** The Partner will be asked to attend a meeting with the Partner Manager and, where appropriate, the Director of Fitness to Practise. The purpose of this meeting will be to discuss in detail the areas of concern, establish if there are any factors adversely affecting the Partner’s performance, offer advice on how to improve and agree a timetable for improvement. If appropriate, further training will be offered to those who require clarification of their role, or HPC’s procedures. Another appraisal will be given after an agreed time-frame, to ensure the necessary improvements have been met.

The judgement as to whether feedback will be delivered by telephone or via an appraisal follow up meeting will be made on the basis of the comments in the rationale section in respect of each competency included on the appraisal form. It is therefore, important to give as much detail as possible when allocating a marking of below 3.

Time restraints dictate that it would be impractical to offer a one to one performance appraisal interview for all Partners. However, those who wish to be provided with feedback in person can request a meeting with the Partner Manager, who will make every effort to accommodate their request within 28 days.

Failure to Agree

It is important to note that the information gathered as a result of the performance appraisal will NOT be used punitively. All Partners have completed a lengthy recruitment and training process and it is in the HPC's best interest to ensure that we continue to offer support and help improve performance, as this will help the organisation to realise its goals.

In the event that a Partner does not agree with the feedback received, or if they feel they have been treated unfairly, they may submit their concerns in writing to the Partner Manager, who will ensure the Partner's comments are placed on the Partner's file with a copy of the appraisal form.

In exceptional circumstances, an appeal meeting can be arranged with the Chairman of the relevant Fitness to Practise Committee. A request for an appeal meeting must be submitted in writing to the Partner Manager. The Partner Manager will pass the letter and any other relevant background to the Chairman of the Committee. A meeting will be organised with all parties concerned. If the Chairman of the Committee finds that the appraisal has not been delivered fairly and does not, therefore, truly reflect the Partner's performance, the details of this will be removed from their file and another appraisal delivered as soon as possible. Details of the appeal meeting will be recorded on the Partner's file.

Confidentiality

All HPC Employees and Partners are required to keep details of any performance appraisal they participate in confidential. All paperwork relating to performance appraisals will be kept on the Partner's respective file, all of which are maintained in a secure environment.

In order to help the HPC analyse the effectiveness of the Partner programme, identify trends and improve training it may be necessary for the Partner Manager to provide reports to the HPC's Committees or Council. This reporting will be done anonymously and no individual's name or personal details will be divulged or discussed.

Other Important Information

All participants must guard against unfair discrimination on any grounds (including sexual orientation, religion or beliefs, race, sex or disability). All Panel Members must be assessed only on their ability to perform their role. Poor or above average markings must be justified, in writing, in the space provided.

The Performance Appraisal is not the forum to raise complaints or general concerns you may have about a fellow Partner's performance. The HPC has a formal Partner Complaints procedure which should be utilised for this purpose. For further information please contact HPC's Partner Manager.

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Questions and Answers

Q Do I have to have an appraisal?

Yes, all Panel Chairmen will be appraised and evaluated on the same criteria.

Q When will this take place?

If you have done 2 or more assessments you will receive an annual appraisal. You will be given approximately 1 months notice of the date.

Q Who will the appraiser be?

You will assess your own performance. The Panel Members and Legal Assessor present at the hearing will also assess your performance.

Q Will a record of the assessment be kept on my file?

Yes. A copy of the completed form will also be sent to you.

Q Do I need to provide a reason if I allocate a rating below or above 3?

Yes. To guard against unfair discrimination or bias, it is important to justify any scores given above or below 3, citing examples of performance in support where possible.

Q What if I do not know the Partner who I am being asked to assess?

You should only be evaluating your colleague on his/her ability to perform the role. This is an objective process and is not based on personal attributes or past performance.

Q Why can't I assess the HPC?

All HPC Employees undergo an annual performance appraisal by their Line Manager. General feedback from Partners on the HPC, or the processes we adopt is always welcome and should be passed to the Partner Manager. If your feedback concerns the performance of an HPC Employee, this should be directed to that Employee's Line Manager. HPC's Fitness to Practise team report directly to Kelly Johnson. If you would like to speak to Ms. Johnson, please call the HPC switchboard, who will transfer your call.

Q What if I do not agree with the feedback I have received?

In the event that a Partner does not agree with the feedback received, or if they feel they have been treated unfairly, they may submit their comments in writing to the Partner Manager, who will ensure that these comments are placed on the Partner's file with a copy of the appraisal form.

In exceptional circumstances, an appeal meeting can be arranged with the Chairman of the relevant Fitness to Practise Committee. A request for an appeal meeting must be submitted in writing to the Partner Manager. The Partner Manager will pass the letter and any other relevant background to the Chairman of the Committee. A meeting will be organised with all parties concerned. If the Chairman of the Committee finds that the appraisal has not been delivered fairly and does not, therefore, truly reflect the Partner's performance the details of this will be removed from file and another appraisal delivered as soon as possible. Details of the appeal meeting will be recorded on the Partner's file.

Enclosure 18/HPC18/06

Appendix Three

Panel Member Self Appraisal and Peer Feedback - Guidance Notes

The Health Professions Council recognises that Partners are an important and valuable resource, essential to the success of the organisation. To help maintain a high quality service via the Partner programme, a Performance Appraisal system has been developed.

Any suggestions of how this system could be improved are most welcome and should be directed to HPC's Partner Manager.

The following guidelines are designed to help you complete the Panel Member performance appraisal form. If you have any questions or need further support, please contact Liz McKell, Partner Manager on 020 7840 9757, or at liz.mckell@hpc-uk.org

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IMPORTANT

Assessment must only be based on the public performance of your fellow Panel Member; private deliberations should NOT be assessed. This appraisal is concerned only with the way in which the hearing is conducted in public and the processes used to reach the decision. IT DOES NOT SEEK TO ASSESS, JUDGE OR CLARIFY THE ACTUAL DECISIONS REACHED BY THE PANEL.

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Panel Member Role Brief

1. Investigating Committee

To contribute to the investigating process of allegations referred to the Committee

Main Responsibilities

- Receive and obtain information, representations and observations about the allegations received.
- Follow the procedures as laid down in the Committee's Rules;
- Reach a decision on whether there is a case to answer and if necessary refer the case to the Health Committee Panel, or Conduct and Competence Committee Panel, or
- To find whether an entry on the Register has been fraudulently produced or incorrectly made.

2. Conduct and Competence Committee

To contribute to, and participate in, the hearings of allegations in relation to one or more of the relevant professions as agreed with and directed by the HPC.

Main responsibilities:

- To follow the procedures laid down in the Committee's Rules
- To provide advice and contribute to discussions and decision making as directed by the HPC or any relevant Committee.
- Advise the Committee (in conjunction with other Panel Members) as to the conduct and competence of the Registrant referred to it and take the appropriate action.

3. Health Committee

To contribute to the assessment of Registrants referred to the Committee for reasons of their health, and to make recommendations to the Health Committee on what action should be taken.

Main Responsibilities

- To follow procedures laid down in the Committee's Rules
- To advise the Committee as to the health of the Registrant referred to it

Person Specification (for all 3 Panel Member Roles)

- An understanding of the importance of upholding the public interest in all that HPC undertakes.
- Demonstrable experience of contributing to and encouraging open and pro-active accountability to the public and the professions.
- Experience of participating on quasi-judicial proceedings in equivalent situations, or similar.
- Ability to grasp the detail of a wide range of issues and contribute to objective decision making by exercising sound judgement.
- Experience of working collaboratively, sufficient to support networking and consulting with a broad range of stakeholders.

- Commitment to the seven principles of public life
- Well developed verbal and written communication skills
- Strategic thinking skills
- Gravitas to command public confidence and that of employers, HPC Stakeholders and Registrants

Objectives

The objectives of the Partner Performance Appraisal will be to:

- Ensure the public is adequately protected in all decisions reached by Partners
- Make sure that the HPC is providing a high quality service through the Partner Programme.
- Highlight areas for improvement in Partners' Performance.
- Maintain best practice at all times.
- Identify areas for improvement in HPC's training and processes.

It is anticipated that all Partners will be appraised at least once per year for each role they undertake with the HPC. (e.g. an individual who is both a Panel Member and a Registration Assessor will receive two separate appraisals). To ensure consistency, no Partner will be assessed for a role until they have carried out their duties related to that role on at least two occasions.

Competencies

All Panel Members will be evaluated on the same criteria, set out as 'Competency Types'. These competencies are derived from the Panel Member role brief, HPC training and the professional expertise, experience and knowledge that all Partners are expected to bring to the role. Each Competency Type contains a number of questions, designed to help gauge overall performance in each area.

The competencies against which all Panel Members will be assessed are:

- Knowledge of Key Legislation governing the HPC
- Application of Relevant Procedure
- Understanding the importance of public protection and a fair hearing
- Decision Making
- Questioning
- Working in a Co-operative and Professional Manner
- Communication

The Ratings Scale

The ratings apply appropriate 'measures' (in this case a score of 1 to 5) to a list of performance criteria (competencies). These measures help indicate poor, good and above average performance. Please allocate only one mark for each question. If you feel that you cannot provide a mark in respect of a particular question or competency, please indicate why in the space provided on the form.

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A marking of '3' for each question will indicate that the Panel Member meets the requirements of the role. It is expected that the majority of those assessed will receive this marking throughout the appraisal. Anyone allocating a marking above or below '3' must provide a rationale as to why they think this is appropriate, providing examples of how/why the performance exceeds/does not meet the required standards.

Please do not allow one performance characteristic to influence your ratings in other areas. In other words, each aspect of your assessment should be addressed in isolation from the others and you should not allow particularly good (or poor) performance by the person being assessed in one aspect to influence your assessment of other areas of that person's performance. To assist in this process, you should make every effort to reach a concluded judgement about yourself or your colleague on a single aspect before moving on to the next one. Only the criteria set out in the Performance Appraisal form should be used to assess the Panel Member. Please also ensure that you appraise only their performance, not their personal qualities.

- 5 Outstanding performance
- 4 Exceeds the requirements of the role
- 3 Good performance – meets the requirements of the role
- 2 Limited Performance – shows some minor weaknesses
- 1 Poor Performance – shows significant weakness, further training needed.

Completion of the form

Panel Members will be notified of their appraisal at least three weeks in advance of the date of the hearing, at which their performance is to be assessed. The appraisal, therefore, should be centred on the performance of each Panel Member at this hearing.

At first glance the performance appraisal form may look lengthy, however please bear in mind that only the first two sections of each competency need to be completed. The first section of each competency relates to your own performance, the second to the performance of your fellow Panel Member. Once you have completed these sections, please sign the last page and pass the form to the Panel Chairman, who will complete the remaining section.

The HPC will consider anyone with a rating of '3' to be carrying out their duties effectively. However we would like to hear of instances where you feel that your or your colleague's performance has exceeded expectations. This will help us identify how we can help others to improve. Similarly, if you feel that your or your colleague's performance in certain areas needs to be developed further, please ensure this is recorded. This information is necessary for the HPC to offer support and further training/clarification and, where appropriate, to re-examine its training and procedures.

Please note

- *We only ask for your HPC Registration Number as a unique identifier – we may have Partners in the same profession who share the same name. (If you are a Lay Panel Member, please ignore this section).*

What Happens Next

Once the Panel Chairman has completed the final section of the form, a copy of the appraisal will be sent to each appraisee for their records. The original paperwork will be kept on the Partner's file, in the Human Resource Department.

Those who are awarded a score of 3 and above throughout the appraisal will be provided with written feedback by the Partner Manager. This will include reference to the comments made in the rationale section at the end of each competency. Those who are awarded a score of below 3 in any competency will also be provided with feedback, either by telephone or by means of an appraisal follow up meeting.

3. **Telephone Feedback:** The Partner will be contacted by telephone by the Partner Manager who will discuss with them the areas of concern, agree how these areas could be improved upon and the time-frame for this improvement. If appropriate, further training will be offered to those who require clarification of their role, or HPC's procedures. The details of this telephone conversation will be followed up with the Partner in writing.
4. **Appraisal Follow up Meeting:** The Partner will be asked to attend a meeting with the Partner Manager and, where appropriate, the Director of Fitness to Practise. The purpose of this meeting will be to discuss in detail the areas of concern, establish if there are any factors adversely affecting the Partner's performance, offer advice on how to improve and agree a timetable for improvement. If appropriate, further training will be offered to those who require clarification of their role, or HPC's procedures. Another appraisal will be given after an agreed time-frame, to ensure the necessary improvements have been met.

The judgement as to whether feedback will be delivered by telephone or via an appraisal follow up meeting will be made on the basis of the comments in the rationale section in respect of each competency included on the appraisal form. It is therefore, important to give as much detail as possible when allocating a marking of below 3.

Time restraints dictate that it would be impractical to offer a one-to-one performance appraisal interview for all Partners. However, those who wish to be provided with feedback in person can request a meeting with the Partner Manager, who will make every effort to accommodate their request within 28 days.

Failure to Agree

It is important to note that the information gathered as a result of the performance appraisal will only be used to help monitor the Partner's performance and offer support where needed. All Partners have completed a lengthy recruitment and training process and it is in the HPC's best interest to ensure that we continue to offer support and help improve performance, as this will help the organisation to realise its goals.

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Confidentiality

All HPC Employees and Partners are required to keep details of any performance appraisal in which they participate confidential. All paperwork relating to performance appraisals will be kept on the Partner's respective file, all of which are maintained in a secure environment.

In order to help the HPC analyse the effectiveness of the Partner programme, identify trends and improve training it may be necessary for the Partner Manager to provide reports to the HPC's Committees or Council. This reporting will be done anonymously and no personal details will be divulged or discussed.

Other Important Information

All participants must guard against unfair discrimination on any grounds (including sexual orientation, religion or beliefs, race, sex or disability). All fellow Panel Members must be assessed only on their ability to perform their role. Poor or above average marking must be justified, in writing, in the box provided.

The Performance Appraisal is not the forum to raise complaints or general concerns you may have about a fellow Panel Member's performance. The HPC has a formal Partner Complaints procedure that should be utilised for this purpose. For further information please contact HPC's Partner Manager.

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Final Draft Partner Performance
Appraisals - Council Paper

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Final
DD: None

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RD: None

Questions and Answers

Q Do I have to have an appraisal?

Yes, all Panel Members will be appraised and evaluated on the same criteria.

Q When will this take place?

If you have attended two or more Panels you will receive an annual appraisal. You will be given approximately three weeks notice of the date.

Q Who will the appraiser be?

You will assess your own performance and the performance of your Fellow Panel Member. The Panel Chairman will then evaluate your performance.

Q Will a record of the assessment be kept on my file?

Yes. A copy of the completed form will also be sent to you.

Q Do I need to provide a reason if I allocate a rating below or above 3?

Yes. To guard against unfair discrimination or bias, it is important to justify any scores given above or below 3, citing examples of performance in support where possible.

Q What if I do not know the Partner who I am being asked to assess?

You should only be evaluating your fellow Panel Member on his/her ability to perform the role. This is an objective process and is not based on personal attributes or past performance.

Q What is the role of the Panel Chairman?

The Panel Chairman will provide the 'balance' between your self assessment and the evaluation made of your performance by your fellow Panel Member. They may also have worked with either of you previously so could have an overview of both performances. For example, where a Panel Member has shown some weaknesses in the past and is re-appraised, the Panel Chairman may help to determine whether an improvement has been made.

Q Why can't I assess the HPC?

All HPC employees undergo an annual performance appraisal by their Line Manager. General Feedback from Partners on the HPC, or the processes we adopt is always welcome and should be passed to the Partner Manager. If your feedback concerns the performance of an HPC employee feedback should be directed to that person's Line Manager. All of HPC's Fitness to Practise team report directly to Ms. Kelly Johnson. If you would like to speak with Ms. Johnson, please call the HPC switchboard, who will transfer your call.

Q What if I do not agree with the feedback I have received?

In the event that a Partner does not agree with the feedback received, or if they feel they have been treated unfairly, they may submit their comments in writing to the Partner Manager, who will ensure that these comments are placed on the Partner's file with a copy of the appraisal form.

In exceptional circumstances, an appeal meeting can be arranged with the Chairman of the relevant Fitness to Practise Committee. A request for an appeal meeting must be submitted in writing to the Partner Manager. The Partner Manager will pass the letter and any other relevant background to the Chairman of the Committee. A meeting will be organised with all parties concerned. If the Chairman of the Committee finds that the appraisal has not been delivered fairly and does not, therefore, truly reflect the Partner's performance the details of this will be removed from file and another appraisal delivered as soon as possible. Details of the appeal meeting will be recorded on the Partner's file.

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Enclosure 18/HPC18/06

Appendix Four

Visitor Self Appraisal and Peer Feedback - Guidance Notes

The Health Professions Council recognises that Partners are an important and valuable resource, essential to the success of the organisation. To help maintain a high quality service via the Partner programme, a Performance Appraisal system has been developed.

This appraisal system has been piloted among a small group of Visitors, whose comments have been very helpful and constructive. Many of the comments and suggestions offered have been taken into account in this final version. Any other suggestions of how this system could be improved are most welcome and should be directed to HPC's Partner Manager.

The following guidelines are designed to help you complete the Visitors performance appraisal form. If you have any questions or need further support, please contact Liz McKell, Partner Manager on 020 7840 9757, or at liz.mckell@hpc-uk.org

Contents

- Visitor Role Brief
- Objectives of Partner Performance Appraisal
- Competency Types
- Rating Scale
- Completion of the Form
- What happens next
- Failure to Agree
- Confidentiality
- Other important information
- Questions and Answers

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Visitor Role Brief

Purpose of Role

To visit and report on institutions providing and delivering (or proposing to provide and deliver), education, training, examinations and assessments, awards and tests of competence. The advice given will then form the basis of the Education and Training Committee's decisions.

Main Responsibilities

- Visiting institutions, both inside and outside the UK, who provide or propose to provide qualifications leading eligibility to apply for Registration with the HPC (if a course outside the UK leads to the award of a UK qualification).
- Preparing reports arising from visits and making recommendations to the Education and Training Committee on the instructions, resources and facilities provided or proposed to be provided.
- Any other duties as required by the Committee.

Person Specification

- Demonstrable commitment to the principles of Quality Assurance in Higher Education and/or in placement learning.
- Experience of Management, particularly in relation to teaching and learning matters.
- An understanding of the importance of upholding the public interest in all that the HPC undertakes.
- Demonstrable experience of contributing to and encouraging open and pro-active accountability to the public and the professions;
- Ability to grasp the detail of a wide range of issues in order to make informed and sound decisions.
- Experience of working collaboratively, sufficient to support networking and consulting with a broad range of stakeholders.
- Commitment to the Seven Principles of Public Life.
- Strategic thinking skills.
- Well developed communication skills; and
- Devote the commitment and energy to support the development of the Council.

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Objectives

The objectives of the Partner Performance Appraisal will be to:

- Make sure that the HPC is providing a high quality service through the Partner Programme.
- Ensure the public is adequately protected in all decisions reached by Partners.
- Highlight areas for improvement in Partners' Performance.
- Maintain Best Practice at all times.
- Identify areas for improvement in HPC's training and processes.

It is anticipated that all Partners will be appraised at least once per year for each role they undertake with the HPC. (e.g. an individual who is both a Visitor and a Registration Assessor will receive 2 separate appraisals). To ensure consistency, no Partner will be assessed for a role until they have carried out their duties in that role at least twice.

Competencies

All Visitors will be evaluated on the same criteria, set out as 'Competency Types'. These competencies are derived from the Visitor role brief, HPC training and the professional expertise, experience and knowledge that all Partners are expected to bring to the role. Each Competency type contains a number of questions, designed to help gauge overall performance in each area.

The competencies against which all Visitors will be assessed are:

- Knowledge of Key Legislation and External Frameworks
- Application of Relevant Procedure
- Understanding of the Role
- Decision Making and basis for Judgement
- Written and Verbal Communication
- Working in a Collaborative and Professional Manner

The Ratings Scale

The ratings apply appropriate 'measures' (in this case a score of 1 to 5) to a list of performance criteria (competencies). These measures help indicate poor, good and above average performance. Please allocate only one marking for each question. If you feel that you cannot provide a marking on a particular question or competency, please indicate why in the space provided on the form.

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A marking of '3' for each question will indicate that the Visitor meets the requirements for the role. It is expected that the majority of those assessed will receive this marking throughout the appraisal. Anyone allocating a marking above or below '3' must provide a rationale as to why they think this is appropriate, providing examples of how/why the performance exceeds/does not meet the required standards.

Please do not allow one performance characteristic to influence your ratings in other areas. In other words, each aspect of your assessment should be addressed in isolation from the others and you should not allow particularly good (or poor) performance by the person being assessed in one aspect to influence your assessment of other areas of that person's performance. To assist in this process, you should make every effort to reach a concluded judgement about yourself or your colleague on a single aspect before moving on to the next one. Only the criteria set out in the Performance Appraisal form should be used to assess the Visitor. Please also ensure that you appraise only their performance, not their personal qualities.

- 5 Outstanding performance
- 4 Exceeds the requirements of the role
- 3 Good performance – meets the requirements of the role
- 2 Limited Performance – shows some minor weaknesses
- 1 Poor Performance – shows significant weakness, further training needed.

Completion of the form

Visitors will be sent the appraisal form by the Partner Manager at least 3 weeks in advance of the Approvals Event at which their appraisal will take place. The appraisal, therefore, should be centred on the performance of each Visitor at this Event.

The first section of the form relates to your own performance, the second to the performance of your fellow Visitor. Once you have completed both sections, please return it to the Partner Manager.

The HPC will consider anyone with a rating of '3' to be carrying out their duties effectively. However we would like to hear of instances where you feel that you or your colleague's, performance has exceeded expectations, to help us identify how we can help others to improve (e.g. in the future, we may ask good performers to help mentor those who need further help. In such cases it is anticipated that a fee would be paid to the mentor, subject to Finance and Resource Committee and Council approval). Similarly, if you feel that your or your colleague's performance in certain areas needs to be developed further, please ensure this is recorded. This information is necessary for the HPC to offer support and further training/clarification and, where appropriate, to re-examine its training and procedures.

Please note

- *We only ask for your HPC Registration Number as a unique identifier – we may have Partners in the same profession who share the same name.*

What Happens Next

A copy of the appraisal will be sent to each 'appraisee' for their records. The original paperwork will be kept on the Partner's file, in the Human Resource Department.

Those who are awarded a score of 3 and above throughout the appraisal will be provided with written feedback by the Partner Manager. This will include reference to the comments made in the rationale section at the end of each competency. Those who are awarded a score of below 3 in any competency will also be provided with feedback, either by telephone or by means of an appraisal follow up meeting.

5. **Telephone Feedback:** The Partner will be contacted by telephone by the Partner Manager who will discuss with them the areas of concern, agree how these areas could be improved upon and the time-frame for this improvement. If appropriate, further training will be offered to those who require clarification of their role, or HPC's procedures. The details of this telephone conversation will be followed up with the Partner in writing.
6. **Appraisal Follow up Meeting:** The Partner will be asked to attend a meeting with the Partner Manager and, where appropriate, the Director of Operations. The purpose of this meeting will be to discuss in detail the areas of concern, establish if there are any factors adversely affecting the Partner's performance, offer advice on how to improve and agree a timetable for improvement. If appropriate, further training will be offered to those who require clarification of their role, or HPC's procedures. Another appraisal will be given after an agreed time-frame, to ensure the necessary improvements have been met.

The judgement as to whether feedback will be delivered by telephone or via an appraisal follow up meeting will be made on the basis of the comments in the rationale section in respect of each competency included on the appraisal form. It is therefore, important to give as much detail as possible when allocating a marking of below 3.

Time restraints dictate that it would be impractical to offer a one to one performance appraisal interview for all Partners. However, those who wish to be provided with feedback in person can request a meeting with the Partner Manager, who will make every effort to accommodate their request within 28 days.

Failure to Agree

It is important to note that the information gathered as a result of the performance appraisal will only be used to help monitor the Partner's performance and offer support where needed. All Partners have completed a lengthy recruitment and training process and it is in the HPC's best interest to ensure that we continue to offer support and help improve performance, as this will help the organisation to realise its goals.

In the event that a Partner does not agree with the feedback received, or if they feel they have been treated unfairly, they may submit their comments in writing to the Partner Manager, who

will ensure the Partner's comments are placed on the Partner's file with a copy of the appraisal form.

In exceptional circumstances an appeal meeting can be arranged with the Chairman of the Education and Training Committee (ETC). A request for an appeal meeting must be submitted in writing to the Partner Manager. The Partner Manager will pass the letter and any other relevant background to the Chairman of ETC. A meeting will be organised with all parties concerned. If the Chairman finds that the appraisal has not been delivered fairly and does not, therefore, truly reflect the Partner's performance the details of this will be removed from their file and another appraisal delivered as soon as possible. Details of the appeal meeting will be recorded on the Partner's file.

Confidentiality

All HPC Employees and Partners are required to keep details of any performance appraisal they participate in confidential. All paperwork relating to performance appraisals will be kept on the Partner's respective file, all of which are maintained in a secure environment.

In order to help the HPC analyse the effectiveness of the Partner programme, identify trends and improve training it may be necessary for the Partner Manager to provide reports to the HPC's Committees or Council. This reporting will be done anonymously and no individual's name or personal details will be divulged or discussed.

Other Important Information

All participants must guard against unfair discrimination on any grounds (including sexual orientation, religion or beliefs, race, sex or disability). All fellow Visitors must be assessed only on their ability to perform their role. Poor or above average marking must be justified, in writing, in the box provided.

The Performance Appraisal is not the forum to raise complaints or general concerns you may have about a fellow Visitor's performance. The HPC has a formal Partner Complaints procedure which should be utilised for this purpose. For further information please contact HPC's Partner Manager.

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Questions and Answers

Q Do I have to have an appraisal?

Yes, all Visitors will be appraised and evaluated on the same criteria.

Q When will this take place?

If you have done 2 or more Approvals Events you will receive an annual appraisal. You will be given approximately 3 weeks notice of the date.

Q Who will the appraiser be?

You will assess your own performance and the performance of your co-Visitor.

Q Will a record of the assessment be kept on my file?

Yes. A copy of the completed form will also be sent to you.

Q Do I need to provide a reason if I allocate a rating below or above 3?

Yes. To guard against unfair discrimination or bias, it is important to justify any scores given above or below 3, citing examples of performance in support where possible.

Q What if I do not know the Partner who I am being asked to assess?

You should only be evaluating your fellow Visitor on his/her ability to perform the role. This is an objective process and is not based on personal attributes or past performance.

Q Why can't I assess the HPC?

All HPC Employees undergo an annual performance appraisal by their Line Manager. General feedback from Partners on the HPC, or the processes we adopt is always welcome and should be passed to the Partner Manager. If your feedback concerns the performance of an HPC Employee, this should be directed to that Employee's Line Manager. All members of the Education Department report to Abigail Creighton. If you would like to speak to Ms Creighton, please call the HPC switchboard, who will transfer your call.

Q What if I do not agree with the feedback I have received?

In the event that a Partner does not agree with the feedback received, or if they feel they have been treated unfairly, they may submit their comments in writing to the Partner Manager, who will ensure that these comments are placed on the Partner's file with a copy of the appraisal form.

In exceptional circumstances, an appeal meeting can be arranged with the Chairman of the Education and Training Committee. A request for an appeal meeting must be submitted in writing to the Partner Manager. The Partner Manager will pass the letter and any other relevant background to the Chairman of ETC. A meeting will be organised with all parties concerned. If the Chairman finds that the appraisal has not been delivered fairly and does not, therefore, truly reflect the Partner's performance the details of this will be removed from file and another appraisal delivered as soon as possible. Details of the appeal meeting will be recorded on the Partner's file.

Registration Assessor Self Appraisal and Peer Feedback- Guidance Notes

The Health Professions Council recognises that Partners are an important and valuable resource, essential to the success of the organisation. To help maintain a high quality service via the Partner programme, a Performance Appraisal system has been developed.

This appraisal system has been piloted among a small group of Registration Assessors, whose comments have been very helpful and constructive. Many of the comments and suggestions offered have been taken into account in this final version. Any other suggestions of how this system could be improved, are most welcome and should be directed to HPC's Partner Manager.

The following guidelines are designed to help you complete the Registration Assessors performance appraisal form. If you have any questions or need further support, please contact Liz McKell, Partner Manager on 020 7840 9757, or at liz.mckell@hpc-uk.org

Contents

- Registration Assessor Role Brief
- Objectives of Partner Performance Appraisal
- Competency Types
- Rating Scale
- Completion of the Form
- What happens next
- Failure to Agree
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Appendix Five

Registration Assessor Role Brief

Purpose of Role

To assess the applications for Registration made via the international and grandparenting processes. Assess and make recommendations on returners to practice.

Main Responsibilities

- To assess and make recommendations on applicants for registration who are either 'grandparents' or holders of non UK qualifications;
- To assess and make recommendations on return to, and restoration to, the Register and
- Other duties as directed by the rules of the Practise and other Committees. This could include conducting tests of competence.

Person Specification

- HPC Registrant
- Are, or have been, in Clinical Practise, Management, Research or Academia within the last 12 months.
- An understanding of the importance of upholding the public interest in all that the HPC undertakes.
- Demonstrable experience of contributing to and encouraging open and pro-active accountability to the public and the professions;
- Ability to grasp the detail of a wide range of issues in order to make informed and sound decisions.
- Experience of working collaboratively, sufficient to support networking and consulting with a broad range of stakeholders.
- Commitment to the Seven Principles of Public Life.
- Strategic thinking skills.
- Well developed communication skills; and
- Devote the commitment and energy to support the development of the Council.

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Objectives

The objectives of the Partner Performance Appraisal will be to:

- Make sure that the HPC is providing a high quality service through the Partner Programme.
- Ensure the public is adequately protected in all decisions reached by Partners.
- Highlight areas for improvement in Partners' Performance.
- Maintain Best Practice at all times.
- Identify areas for improvement in HPC's training and processes.

It is anticipated that all Partners will be appraised at least once per year for each role they undertake with the HPC. (e.g. an individual who is both a Visitor and a Registration Assessor will receive 2 separate appraisals). To ensure consistency, no Partner will be assessed for a role until they have carried out their duties in that role at least twice.

Competencies

All Registration Assessors will be evaluated on the same criteria, set out as 'Competency Types'. These competencies are derived from the Registration Assessor role brief, HPC training and the professional expertise, experience and knowledge that all Partners are expected to bring to the role. Each Competency type contains a number of questions, designed to help gauge overall performance in each area.

The competencies against which all Registration Assessors will be assessed are:

- Knowledge of Key Legislation governing the HPC
- Application of Relevant Procedure
- Understanding of the Role
- Decision Making
- Communication
- Working in a Collaborative and Professional Manner

The Ratings Scale

The ratings apply appropriate 'measures' (in this case a score of 1 to 5) to a list of performance criteria (competencies). These measures help indicate poor, good and above average performance. Please allocate only one marking for each question. If you feel that you cannot provide a marking on a particular question or competency, please indicate why in the space provided on the form.

A marking of '3' for each question will indicate that the Registration Assessor meets the requirements for the role. It is expected that the majority of those assessed will receive this

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marking throughout the appraisal. Anyone allocating a marking above or below '3' must provide a rationale as to why they think this is appropriate, providing examples of how/why the performance exceeds/does not meet the required standards.

Please do not allow one performance characteristic to influence your ratings in other areas. In other words, each aspect of your assessment should be addressed in isolation from the others and you should not allow particularly good (or poor) performance by the person being assessed in one aspect to influence your assessment of other areas of that person's performance. To assist in this process, you should make every effort to reach a concluded judgement about yourself or your colleague on a single aspect before moving on to the next one. Only the criteria set out in the Performance Appraisal form should be used to assess the Registration Assessor. Please also ensure that you appraise only their performance, not their personal qualities.

- 5 Outstanding performance
- 4 Exceeds the requirements of the role
- 3 Good performance – meets the requirements of the role
- 2 Limited Performance – shows some minor weaknesses
- 1 Poor Performance – shows significant weakness, further training needed.

Completion of the form

Registration Assessors will receive the appraisal form with a new 'batch' of applications to the Register to be considered. The appraisal should be centred on the performance of both Partners' assessment and processing of these applications.

At first glance the performance appraisal form may look lengthy, however please bear in mind that only the first 2 sections of each competency need to be completed. The first section relates to your own performance, the second to the performance of your fellow Assessor. Once the form has been completed, please return it to the Partner Manager.

The HPC will consider anyone with a rating of '3' to be carrying out their duties. However we would like to hear of instances where you feel that your or your colleague's, performance has exceeded expectations to help us identify how we can help others to improve (e.g. in the future, we may ask good performers to help mentor those who need further help. In such cases it is anticipated that a fee would be paid to the mentor, subject to Finance and Resource Committee and Council approval). . Similarly, if you feel that your or your colleague's performance in certain areas needs to be developed further, please ensure this is recorded. This information is necessary for the HPC to offer support and further training/clarification and, where appropriate, to re-examine its training and procedures.

Please note

- *We only ask for your HPC Registration Number as a unique identifier – we may have Partners in the same profession who share the same name.*
- *Period covered by Appraisal refers to the date you received the applications to the Register to be assessed, and the date they are due to be sent back to the HPC. (Normally a period of 10 days)*

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What Happens Next

Once the Manager of International and Grandparenting has completed the final section of the form, a copy of the appraisal will be sent to each 'appraisee' for their records. The original paperwork will be kept on the Partner's file, in the Human Resource Department.

Those who are awarded a score of 3 and above throughout the appraisal will be provided with written feedback by the Partner Manager. This will include reference to the comments made in the rationale section at the end of each competency. Those who are awarded a score below 3 in any competency will also be provided with feedback, either by telephone or by means of an appraisal follow up meeting.

7. **Telephone Feedback:** The Partner will be contacted by telephone by the Partner Manager who will discuss with them the areas of concern, agree how these areas could be improved upon and the time-frame for this improvement. If appropriate, further training will be offered to those who require clarification of their role, or HPC's procedures. The details of this telephone conversation will be followed up with the Partner in writing.
8. **Appraisal Follow up Meeting:** The Partner will be asked to attend a meeting with the Partner Manager and, where appropriate, the Director of Operations. The purpose of this meeting will be to discuss in detail the areas of concern, establish if there are any factors adversely affecting the Partner's performance, offer advice on how to improve and agree a timetable for improvement. If appropriate, further training will be offered to those who require clarification of their role, or HPC's procedures. Another appraisal will be given after an agreed time-frame, to ensure the necessary improvements have been met.

The judgement as to whether feedback will be delivered by telephone or via an appraisal follow up meeting will be made on the basis of the comments in the rationale section in respect of each competency included on the appraisal form. It is therefore, important to give as much detail as possible when allocating a marking of below 3.

Time restraints dictate that it would be impractical to offer a one to one performance appraisal interview for all Partners. However, those who wish to be provided with feedback in person can request a meeting with the Partner Manager, who will make every effort to accommodate their request within 28 days.

Failure to Agree

It is important to note that the information gathered as a result of the performance appraisal will only be used to help monitor the Partner's performance and offer support where needed. All Partners have completed a lengthy recruitment and training process and it is in the HPC's best interest to ensure that we continue to offer support and help improve performance, as this will help the organisation to realise its goals.

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In the event that a Partner does not agree with the feedback received, or if they feel they have been treated unfairly, they may submit their comments in writing to the Partner Manager, who will ensure the Partner's comments are placed on the Partner's file with a copy of the appraisal form.

In exceptional circumstances, an appeal meeting can be arranged with the Chairman of Registrations Committee. A request for an appeal meeting must be submitted in writing to the Partner Manager. The Partner Manager will pass the letter and any other relevant background to the Chairman of Registrations Committee. A meeting will be organised with all parties concerned. If the Chairman finds that the appraisal has not been delivered fairly and does not, therefore, truly reflect the Partner's performance the details of this will be removed from their file and another appraisal delivered as soon as possible. Details of the appeal meeting will be recorded on the Partner's file.

Confidentiality

All HPC Employees and Partners are required to keep details of any performance appraisal they participate in confidential. All paperwork relating to performance appraisals will be kept on the Partner's respective file, all of which are maintained in a secure environment.

In order to help the HPC analyse the effectiveness of the Partner programme, identify trends and improve training it may be necessary for the Partner Manager to provide reports to the HPC's Committees or Council. This reporting will be done anonymously and no individual's name or personal details will be divulged or discussed.

Other Important Information

All participants must guard against unfair discrimination on any grounds (including sexual orientation, religion or beliefs, race, sex or disability). All fellow Registration Assessors must be assessed only on their ability to perform their role. Poor or above average marking must be justified, in writing, in the box provided.

The Performance Appraisal is not the forum to raise complaints or general concerns you may have about a fellow Registration Assessor's performance. The HPC has a formal Partner Complaints procedure which should be utilised for this purpose. For further information please contact HPC's Partner Manager.

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Questions and Answers

- Q Do I have to have an appraisal?**
Yes, all Registration Assessors will be appraised and evaluated on the same criteria.
- Q When will this take place?**
If you have done 2 or more assessments you will receive an annual appraisal. You will be given approximately 1 months notice of the date.
- Q Who will the appraiser be?**
You will assess your own performance and the performance of your co Registration Assessor. The Manager of International and Grandparenting will then evaluate the performance of each of the Registration Assessors.
- Q Will a record of the assessment be kept on my file?**
Yes. A copy of the completed form will also be sent to you.
- Q Do I need to provide a reason if I allocate a rating below or above 3?**
Yes. To guard against unfair discrimination or bias, it is important to justify any scores given above or below 3, citing examples of performance in support where possible.
- Q What if I do not know the Partner who I am being asked to assess?**
You should only be evaluating your fellow Assessor on his/her ability to perform the role. This is an objective process and is not based on personal attributes or past performance.
- Q What is the role of HPC's International and Grandparenting Manager?**
The International and Grandparenting Manager will provide the 'balance' between your self assessment and the evaluation made of your performance by your fellow Assessor – they also have an over view of the Partner's performance. For example, where a Registration Assessor has shown some weaknesses in the past and is re-appraised by another Assessor, the International Manager can measure whether an improvement has been made.
- Q Why can't I assess the HPC?**
All HPC Employees undergo an annual performance appraisal by their Line Manager. General feedback from Partners on the HPC, or the processes we adopt is always welcome and should be passed to the Partner Manager. If your feedback concerns the performance of an HPC Employee, this should be directed to that Employee's Line Manager. HPC's International and Grandparenting team report directly to Mark Potter. If you would like to speak to Mr Potter, please call the HPC switchboard, who will transfer your call.
- Q What if I do not agree with the feedback I have received?**
In the event that a Partner does not agree with the feedback received, or if they feel they have been treated unfairly, they may submit their comments in writing to the Partner Manager, who will ensure that these comments are placed on the Partner's file with a copy of the appraisal form.

In exceptional circumstances, an appeal meeting can be arranged with the Chairman of Registrations Committee. A request for an appeal meeting must be submitted in writing to the Partner Manager. The Partner Manager will pass the letter and any other relevant background to the Chairman of Registrations Committee. A meeting will be organised with all parties concerned. If the Chairman finds that the appraisal has not been delivered fairly and does not, therefore, truly reflect the Partner's performance the details of this will be removed from file and another appraisal delivered as soon as possible. Details of the appeal meeting will be recorded on the Partner's file.

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