

## Appendix 1

### 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 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 comments or suggestions you may have 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](mailto:liz.mckell@hpc-uk.org)

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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.

## 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
- 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 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' is asked to 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 excessively influence your ratings in other areas. In other words, do not allow a serious fault in one area to reduce the markings elsewhere (or similarly a high marking in one area). Every attempt should be made to judge yourself and your colleague on a single factor or trait before moving on to the next question. Only the criteria set out in the Performance Appraisal form should be used to assess your fellow 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.

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 Visitor. Once the form has been completed, please return it to the Partner Manager, who will forward it to the Lay Visitor who attended the Event with you, for completion.

The HPC will consider anyone with a rating of '3' to be carrying out their duties for the HPC effectively. 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). 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

Once the Lay Visitor 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 Partners file, in the Human Resource Department.

Those who are consistently awarded a score of above 3 by their fellow Visitor will be given written feedback by the Partner Manager and may be asked, at some point in the future, to help mentor and train other Visitors (It is anticipated that mentors would receive a fee for this service, although this would be subject to Council and Finance and Resoucre Committee approval).. Those with scores consistently below 3 will be given telephone feedback to discuss the areas of concern, agree how these areas could be improved and the time-frame for this improvement. This will be followed up with the Partner in writing.

Time restraints dictate that it would be impractical to offer a one to one performance appraisal interview for all 550 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.

In severe cases, where the markings show that a Partner's performance consistently and repeatedly falls below the required standards, the Partner will be asked to attend a meeting with the Partner Manager and the Manager of Education Department. 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. Another appraisal will be given after an agreed time-frame, to ensure the necessary improvements have been met.

## 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 support them in improving their performance, 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 by their fellow Visitor, 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 Chair of the Education and Training Committee. A request for an appeal meeting must be submitted in writing to the Partner Manager.

## 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 the grounds of race, sex and 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.

## 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. The attending Lay Visitor 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 particularly high or low scores, citing examples of performance 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 What is the role of HPC's Lay Visitor?**

The Lay Visitor will provide the 'balance' between your self assessment and the evaluation made of your performance by your fellow Visitor.

**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 Karen Scott. If you would like to speak to Ms Scott, 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 first instance any concerns about Feedback must be made in writing to the Partner Manager. This will be kept on you records, together with the Performance Appraisal form, to record your concerns.

In exceptional circumstances, where the Partner feels that the appraisal and subsequent feedback have been administered unfairly, an appeal can be made to the Chair of the Education and Training Committee. All requests for such an appeal should be made, in writing, to the Partner Manager.



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