

Partner Performance Appraisal - 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.

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

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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 practise.

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 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.

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 that public interest is upheld in all decisions reached by Partners.
- Highlight areas for improvement in Partners’ Performance.
- Maintain Best Practise 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 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 judged 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 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 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' assessments 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 HPC, along with the completed Assessments.

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 (i.e. pairing up a consistently outstanding performer with someone who shows weakness in certain areas could help to improve their performance). 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 have many 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)*

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 Partners file, in the Human Resource Department.

Those who are consistently awarded a score of above 3 by their fellow Assessor and the HPC will be given written feedback by the Partner Manager and may be asked to help mentor and train other Assessors. 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 International and Grandparenting 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 work, 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 assessor(s), 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 extreme circumstances, appeal meeting can be arranged with the Chair of the Registrations 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 all 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 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.

Questions and Answers

Q Do I have to have an appraisal?

Yes, all Partners 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 you 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 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 Assessor on their ability to perform their 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?

They 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. Feedback from Partners on the 'performance' of the HPC, its employees, or the processes we adopt is always welcome. If you would like to offer us feed back please contact the Partner Manager.

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

If there are any circumstances adversely affecting your work as Registration Assessor, it is important that you report this as soon as possible to the Partner Manager. If you do not agree with the feedback you have been given, you can request an appeal with the Chair of Registrations Committee.