

COMPETENCY BASED PERFORMANCE REVIEW

GUIDANCE NOTES

1. INTRODUCTION

- ✳ At least once a year a meeting to review performance, action plan for the coming year and consider training & development needs should be held by the job holder and line manager and formally recorded.
 - ✳ The following Guidance Notes explain how the Competency Based Performance Review Form should be used by job holders and line managers to prepare for and record their meeting.
 - ✳ Training in Performance Assessment and Interviewing skills is available
 - ✳ An optional 360° Feedback form is available on the Personnel pages of Insite for those who would find it useful to receive feedback from their staff and colleagues.
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2. PURPOSE OF COMPETENCY BASED PERFORMANCE REVIEW

- ✳ To provide an OBJECTIVE and CONSISTENT performance review process
 - ✳ To encourage effective performance management & development
 - ✳ To provide a working management tool not a paper exercise
 - ✳ To link performance clearly to business needs
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3. HOW DOES THE COMPETENCY BASED REVIEW WORK

The Competency Based Performance Review uses the competency profile in the job description together with the achievement of targets set as the basis for assessing overall performance and development needs.

Line managers may use their discretion in determining at what stage the face to face meeting takes place. Job holders should be given reasonable time to prepare and opportunity to respond before the written review is finalised for signature.

The Competency Based Review Form, which is available on Personnel/Training pages of Insite, has three parts. A separate form is available for Principal Managers.

i Performance Review

The job holder's and line manager's joint assessment and agreed record of performance during the reporting period covering

- ✳ Review of targets set in Action Plan and other achievements
 - ✳ Impact of training & development on performance
 - ✳ Assessment of core and job specific competencies
 - ✳ Overall assessment
 - ✳ Review of personal and professional aims
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ii Personal Action Plan

The job holder's and line manager's agreed record of

- ✱ Targets for the coming year

iii Training & Development Needs

The job holder's and line manager's agreed record of

- ✱ Training and development needs
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4. PERFORMANCE REVIEW – Review of Targets & Achievements

Job holders input

- ✱ Job holder to complete the first page of the form and forward to the line manager. This part of the form should be used by job holder and line manager to prepare for the performance review interview
- ✱ Job holder to comment on progress on targets set in previous Personal Action Plan and to identify other achievements during the reporting period
- ✱ Job Holder to identify any training & development (courses, project work, on-job coaching) undertaken in the reporting period and comment on how they have been able to use this in their job
- ✱ Job holder to also identify personal and professional development aims and needs

Line managers comment

- ✱ Line manager to add any comment on targets and achievements including any factors impacting on performance taking into account any input from job holder
 - ✱ Line manager also to comment on the impact on performance of any training received during the reporting period
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5. PERFORMANCE REVIEW – Assessment of Core Competencies

For completion by line manager for discussion and agreement with job holder

- ✱ For each core competency enter the required level (1-5) as shown on the competency profile in the job holders job description
 - ✱ Use competency dictionary and check performance descriptions for the level required
 - ✱ Review performance against the descriptions - taking into account observed actions and behaviour displayed during the whole year
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- ✳ For each core competency enter the level achieved (0-5)
 - ✳ Remember that the competency levels are accumulative - all the competencies up to and including the required level should be displayed in the job holders performance
 - ✳ Add comments and examples to explain where levels required and achieved are different
 - ✳ Where the job holder meets the competency level required but there are notable gaps at a preceding level this development need should be noted in the comments column and taken into account in the overall marking
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6. PERFORMANCE REVIEW – Assessment of Job Specific Requirements

For completion by line manager for discussion and agreement with job holder

- ✳ List the job specific competencies identified in the job holder's job description
 - ✳ For each job specific competency enter the level required for effective job performance, Primary(P), Intermediate(I) or Advanced(A) as shown on the job description
 - ✳ Assess the level which the job holder is currently achieving (P, I or A) using the job specific competency descriptors at the back of the competency dictionary - use '0' to indicate where Primary level has not yet been achieved
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7. PERFORMANCE REVIEW – Overall Assessment

For completion by line manager

- ✳ Assess overall performance on basis of targets and competency levels achieved as follows
 1. Job holder will have fully met targets within their control and exceeded competency levels required for the job
 2. Job holder will have met key targets within their control and competency levels required for the job
 3. Job holder will have met most targets and most of the competency levels required for the job
 4. Job holder will not have met most of their targets and/or not achieved many of the competency levels required
 - ✳ Enter the overall rating (1-4) in the box
 - ✳ Advise the Head of Department of the predicted overall assessment before the performance review interview with the job holder
 - ✳ Add any additional comments on overall performance which may not be clear from the review of targets and competencies
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8. PERFORMANCE REVIEW –Acceptance

- ✳ Job holder and line manager to sign acceptance of the review.
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9. ACTION PLAN – Target Setting

Line manager and job holder to discuss and agree

- ✳ Line manager may ask the job holder to complete a draft action plan as a basis for discussion at interview.
 - ✳ Individual targets should be linked to the departmental business plan
 - ✳ Targets should be identified under Key Result Areas (KRAs). These are areas where the job holder needs to focus in order to deliver results in the job e.g Financial, Professional Standards, Resource Development, Quality, Marketing, Special Projects
 - ✳ Targets should be SMART i.e
 - Specific
 - Measurable
 - Attainable
 - Results-orientated
 - Time-phased
 - ✳ Key Results Areas and SMART targets should be entered onto the Personal Action Plan with dates for review/completion using the monthly calendar grid
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10. TRAINING & DEVELOPMENT NEEDS

Line manager and job holder to discuss and agree

- ✳ Line manager may ask the job holder to indicate their suggested training & development needs as a basis for discussion at interview.
 - ✳ Personal and professional training & development aims should be discussed with the job holder and recorded, taking into account job holders comments on page 1 of Performance Review.
 - ✳ Training and development needed to meet targets set or shortfall in competency levels should be identified.
 - ✳ Do remember that training is not just in-house courses - look at other options e.g. special projects, job expansion, secondments, coaching - seek advice from the training department or training liaison officer.
 - ✳ Complete the training & development needs schedule - only needs identified on the form will be addressed in the training plan.
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11. REVIEW OF COMPETENCY BASED PERFORMANCE

- ✳ This is the formal Annual Performance Review process but performance review should be an ongoing process throughout the year - there should be no surprises
 - ✳ **Line managers should review targets regularly and at least mid year together with any competency or training and development implications so that Personal Action Plans are always up to date and become a working record of targets and achievements during the year**
 - ✳ Joiners and staff changing jobs during the year should be set new targets for the remainder of the reporting year and have any resultant training and development needs identified
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12. TIMESCALE FOR REVIEW

- ✳ The Annual Performance Review exercise covers the calendar year from 1 January until 31 December and should be completed by 31 January of the following year
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