

Career Conversations

Policy

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This Version	V1	Status	Final
Replaces	All Previous Sompar and TST Performance Review and Appraisal Policies		
Approval Date	19 May 2020 18 June 2020	Where	Policy Lockdown Somerset Operational Partnership
Ratification Date	18 June 2020 4 August 2020	Where	Policy Review Group
Date of issue	5 August 2020	Review date	August 2023
Applies to	All Colleagues	Exclusions	Medical and Dental Colleagues

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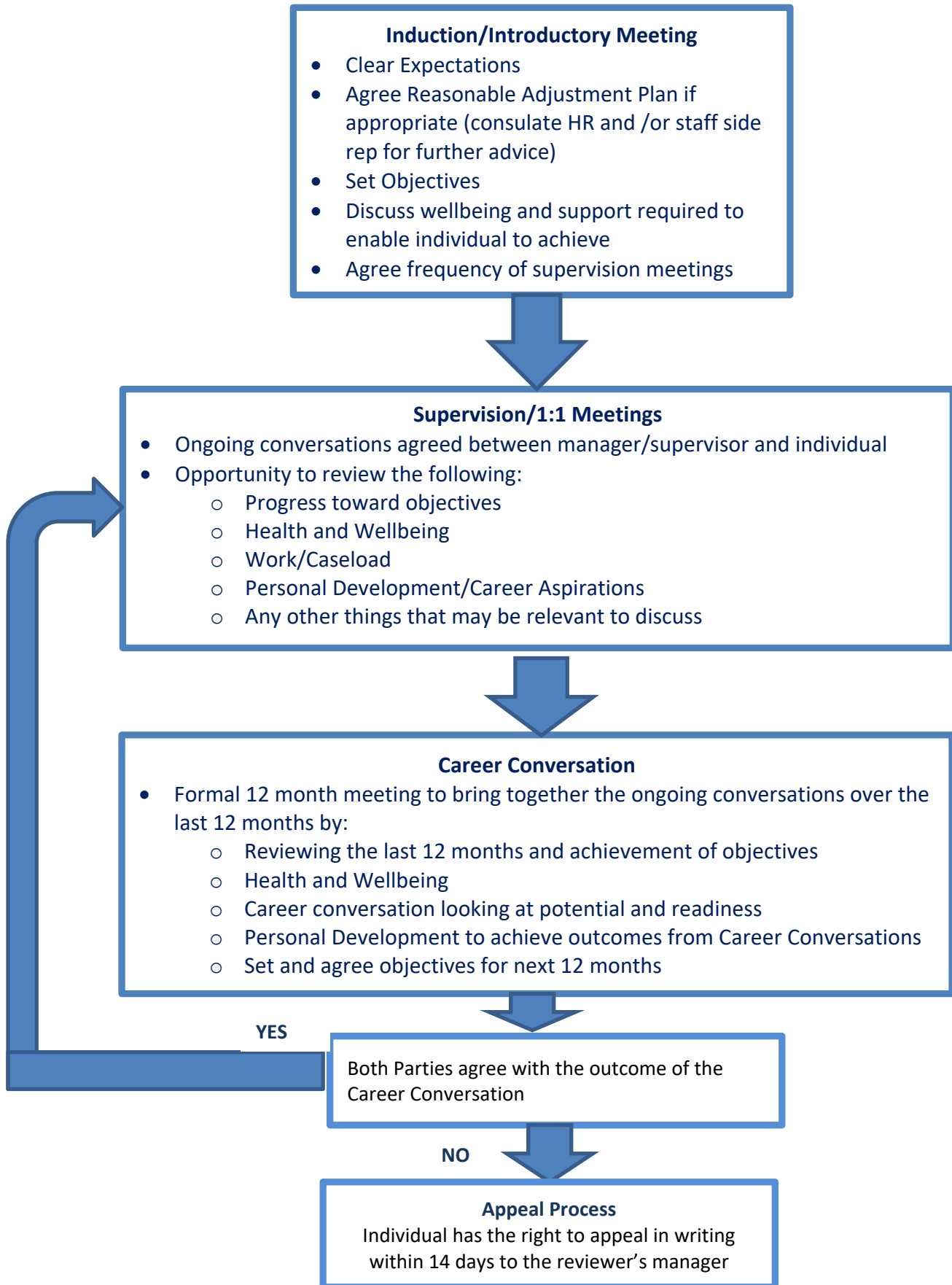
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Please note: the following Appendices are accessible from the HR Intranet page:

Appendix A – Your Review and Career Conversation

Appendix B – Notes of One to One or Supervision Conversations

1.0 FLOW DIAGRAM



2.0 INTRODUCTION

- 2.1 This policy has been produced and agreed in partnership between management and Trade Union representatives of Somerset NHS Foundation Trust to ensure all colleagues are treated fairly.
- 2.2 Somerset NHS Foundation Trust believes that fairness and transparency are promoted by developing clear and transparent policies and procedures and ensuring all colleagues regardless of role understand their content.
- 2.3 The policy applies to all colleagues excluding our medical and dental Colleagues.
- 2.4 The policy aims to provide a supportive framework for a colleague's performance and wellbeing to be discussed, supported, measured and recognised, enabling them to feel valued through regular management supervision.
- 2.5 The principle of the policy is that supervision/1:1 and career conversations happen throughout a colleague's employment. However, for compliance purposes the completion of career conversations will be measured on a yearly basis, in line with a colleague's incremental date.
- 2.6 In line with Agenda For Change there are potential implications for colleagues' pay progression attached to their career conversations. (see section 5)
- 2.7 There are a series of guides referenced in this policy and these are available in the People Toolkit on the Intranet.
- 2.8 This policy will apply to any successor organisation of the Trust. It may be reviewed at the request of management or Trade Unions and will remain in force until its renewal.
- 2.9 The Trust acknowledges that some sections of society experience prejudice and discrimination. The Equality Act of 2010 recognises protected characteristics and gives consideration to socio-economic factors including pregnancy/maternity and marriage/civil partnership.
- 2.10 The Trust is committed to equality of opportunity and inclusive practices in both the provision of services and our role as an employer. All Colleagues have the right to be treated with dignity and respect and the Trust is committed to the elimination of unfair and unlawful discriminatory practices

3.0 DEFINITIONS

- 3.1 **Induction/Introductory Meeting** – an initial meeting taking place between manager/supervisor and individual to communicate expectations of role including objectives, values, behaviour and support required to achieve.

3.2 Supervision/1:1 Conversations – dedicated time between a manager/supervisor and colleague to have a supportive conversation to review subjects such as, progress towards achievement of their objectives, health and wellbeing, work-life balance, work/case load, personal development/career plans, mandatory training outstanding, involvement in untoward events/incidents/assaults and performance issues. Frequency should be regular and agreed between the two individuals.

3.3 Career Conversation – A discussion that takes place between a manager/supervisor and formalises the last 12 months covering:

- progress and achievement of objectives
- health and Wellbeing
- career conversation looking at potential and readiness
- personal Development to achieve outcomes from Career Conversations
- set and agree objectives for next 12 months

Outcomes from this meeting along with objectives set should form the basis of the ongoing supervision/1:1 meetings for the next 12 months

Personal Development Plan (PDP) – An individual plan detailing the development required to achieve objectives and enable career development for an individual

4.0 ROLES and RESPONSIBILITIES

4.1 Colleagues have a responsibility to:

- participate fully with the process seeking to understand the expectations of them, acting on feedback and looking for ways to add value, contribute and improve
- allow themselves time to reflect and think about their career at work ensuring a supportive approach
- be open with their managers about where they are within their life and career
- be open to setting, discussing and contributing to their objectives and goals
- come to supervision/1:1 conversations ready to discuss overall performance
- update their manager regularly on their plan and highlight any changes
- reflect on their performance – seeking feedback from colleagues
- ensure at the time of the career conversation the paperwork is completed
- request supervision/1:1's if they are not occurring on a regular basis as agreed by manager/supervisor and individual

4.2 Managers have a responsibility to:

- delegate or own process
- ensure supervision/1:1s happen by the supervisors if delegated
- ensure appropriate support has been provided to colleagues in order to meet their objectives, prior to pay progression being declined.
- adjust their approach to the conversations whether it be a supervision/1:1 or a Career Conversation recognising how individual needs can be met to enable

them to achieve objectives and demonstrate in their way our values and behaviours

4.3 **Supervisors** have a responsibility to:

- have supervision/1:1 and career conversations with all individuals within their area of responsibility
- create an environment where colleagues feel they can be open and honest about their performance, health and wellbeing and any other elements that may impact their performance
- contribute to the objectives of a colleague's career plan ensuring this meets the needs of the colleague and service
- ensure that they make time for supervision/1:1 conversations with colleagues as agreed
- provide regular, timely and appropriate feedback
- ensure that the 'formalised' yearly conversation is recorded accurately on the central system in line with the Trust's reporting arrangements.
- provide appropriate preparation time for colleagues
- seek specialist advice and use the appropriate policy if performance declines

4.4 The **People Services team** has a responsibility to:

- provide supervisors/managers with the appropriate training to ensure that they are equipped to have quality conversations to support colleagues and their performance
- provide a coaching service available to all managers which will assist in creating the right environment for success by getting the best from their conversations
- ensure this policy is applied fairly and consistently at both an individual and organisational level
- ensure that all data relating to these conversations is recorded appropriately and disseminated in line with monitoring requirement

4.5 **Trade Unions** have a responsibility to:

- act as a representative for their members
- provide their members with advice and support
- ensure that this policy is applied fairly and consistently on an individual and organisational level. (check standard input)

5.0 **PROCESS DESCRIPTION**

5.1 On appointment, whether new to the Trust or department an introductory meeting is held. The purpose is to welcome the individual to the team and ensure they have a clear understanding of the role and expectations. This provides an opportunity to have a discussion about both Trust/role objectives and personal aspirations. As part of this discussion, the values of our organisation and

behaviours that underpin these will be reviewed so there is a clear understanding about what these mean for each individual and how they may be demonstrated.

- 5.2 Discussion and thought will be given to what objectives will need to be set for the coming year and around the support to achieve these.
- 5.3 The objectives set will need to be SMART that means:
 - Specific
 - Measureable
 - Achievable
 - Relevant
 - Time bound
- 5.4 Supervision/1:1 conversations will be held throughout the year to review and discuss the progress being made. It's an opportunity to review objectives and ensuring they are still relevant for the colleague and meet service needs.
- 5.5 These conversations allow the supervisor and colleague to build on their relationship creating an environment of openness and trust that enables colleagues to explore their career in a safe space. This also allows the individual to revisit the values and behaviours and have open discussions about what these mean for them. These conversations will also be recorded using documentation in **Appendix A - Your Review and Career Conversation** which is accessible on the Trust intranet via the HR intranet page.
- 5.6 If at any point during this period concerns are identified, by either colleague or manager, then these must be discussed and appropriate support arranged.
- 5.7 Where a capability issue arises managers need to refer to the capability policy. It is important that such issues are addressed quickly for the colleague's personal wellbeing and also due to potential pay implications explained below.
- 5.8 At the 12 month point, which will be in line with the colleague's incremental date, a career conversation will take place. This conversation will be a formalisation of the supervision/1:1 conversations that have taken place throughout the 12 month period. In preparation for the career conversation, protected time for colleagues will be needed to complete the paperwork (**Appendix B – Notes of One to One or Supervision Conversations**) this documentation is accessible on the Trust intranet via the HR intranet page. It is important that the colleague drives their own career conversation. The supervisor's role is to listen, ask questions and offer any thoughts or observations.

When completing the 12 month career conversation paperwork, the supervisor and colleague will work together to assess their performance and agree an overall rating score based on achievement of objectives and personal conduct measured against the Trust's values and behaviours. Meeting objectives and satisfactory performance in both areas must be achieved for the colleague to meet the requirements of point I below:

In line with the new pay progression system, colleagues will progress to the next pay step point on their pay step date where the following can be demonstrated:

- I. The appraisal process has been completed within the last 12 months and outcomes are in line with the colleagues objectives set and valued based behaviour.*
- II. There is no formal capability process in place.*
- III. There is no formal disciplinary sanction live on the staff member's record.*
- IV. Statutory and/or mandatory training has been completed.*
- V. For line managers only – appraisals have been completed for all their colleagues as required.*

In line with the above, partially meeting objectives may have implications for colleagues' progression to the next pay scale point.

Managers will discuss and agree a plan with the colleague for any supportive action needed, including timescales. On the successful completion of this plan the managers will apply the incremental increase following deferral. This increase can be applied, but will not be back dated.

5.9 The completion of this conversation forms the basis of planning the next 12 months' objectives for the colleague and the continuous cycle of career conversations continues

5.10 If a colleague feels that they have been unfairly treated then they have the right to appeal. The colleague must appeal in writing to the next in line manager of the manager who carried out the career conversation within 14 calendar days from the date of the career conversation, clearly stating the grounds of the appeal.

The manager should inform the HR Advisory team and send them a copy of the appeal.

A member of People Services, not previously involved in the process, must be present at the appeal hearing.

The manager handling the appeal should acknowledge the appeal within 7 calendar days and arrange to meet with the colleague as soon as possible to discuss how best it can be addressed.

At the meeting the colleague will have the opportunity to explain their appeal and their preferred resolution. The manager who carried out the career conversation will ensure that the appeal manager is informed of what has been done to date to try and resolve the issue/concern.

The manager handling the appeal may decide that further investigation is necessary before coming to a decision and therefore adjourn the meeting and confirm the outcome at a later date.

Following receipt of all relevant information, the manager should communicate to the colleague the outcome of the appeal stage; stating whether the decision has been upheld or not upheld and what action is to be taken. This must be confirmed

in writing. The decision of the appeal stage will be the final stage. There will be no further internal appeal.

6.0 CONFIDENTIALITY OF RECORDS

- 6.1 Supervision/1:1 Conversation and Career Conversation notes will not be routinely accessible other than by the manager/supervisor and colleague. However, in exceptional circumstances such as review of a serious incident, competency proceedings, investigation/disciplinary or audit purposes these will be made available. The records should be kept in an agreed secure place within the team or ward base for the length of time the individual is employed by the Trust, and thereafter should be sent to People Services for filing and archiving.

7.0 TRAINING/COMPETENCE REQUIREMENTS

- 7.1 Monthly training will be offered through the Learning and Leadership teams around having a quality conversation. These sessions will focus on providing managers with the ability to recognise and ask quality questions, listening skills and delivered feedback.

Coaching is available to support managers with this process.

8.0 MONITORING

Element of policy for monitoring	Section	Monitoring method - Information source (eg audit)/ Measure / performance standard	Item Lead	Monitoring frequency / reporting frequency and route	Arrangements for responding to shortcomings and tracking delivery of planned actions
Career Conversations	5	<p>NHS staff survey Annual feedback on appraisals through staff survey to remain at current levels or demonstrate an improvement each year</p> <p>Pulse check Aim for a year on year improvement for pulse check for question regarding managers providing feedback</p>	People Team	Annually via the HR Governance Committee	If the HR Committee identifies a concern they will oversee the development of an action plan or escalate as appropriate.
Compliance/ Rating of a Career Conversation	5	<p>Workforce Information Team reports % compliance.</p> <p>Payroll audits number of deferrals of pay progression due to unsatisfactory performance or non-attainment of objectives</p>	People Team	Quarterly via the HR Governance Committee	If the HR Committee identifies a concern they will oversee the development of an action plan or escalate as appropriate.
Objectives/Behaviours not met	5	HR database Record of all formal capability processes to be recorded on HR system	People Team	Annually via the Governance Committee	If the HR Committee identifies a concern they will oversee the development of an action plan or escalate as appropriate.

9.0 REFERENCES

Capability Policy

Disciplinary Policy

Supporting Attendance Policy