Torbay and South Devon NHS Foundation Trust

ACHIEVEMENT REVIEW POLICY (H6)

If you require a copy of this policy in an alternative format (for example large print, easy read) Contact the Accessible Information team on 0300 456 8373 who will be able to advise you.

This is a controlled document. It should not be altered in any way without the express permission of the author or their representative. On receipt of a new version, please destroy all previous versions.

Date of Issue:	August 2014	**Next Review Date:**	June 2027
Version:	Version 2.2	**Last Review Date:**	June 2025
Author:	Employee Relations team		
Directorate:	People and Education Directorate		
Approval Route			
Approved By:		**Date Approved:**	
JCNC / LCNC		August 2014	
Work stream 4		January 2016	
LCNC		January 2016	
Director of Workforce & OD		November 2017	
Partnership Forum		November 2021	
Links or overlaps with other policies/documents:			
Equality and Diversity Policy (ED1)			

Amendment History

Issue	Status	Date	Reason for Change	Authorised
1.1	Approved	December 2015	Amended Health, Safety and Wellbeing questionnaire (appendix 2).	-
1.2	Approved	January 2016	Addition of annual declaration form	JCNC
1.3	Approved	March 2016	Amendment to annual declaration form	Assistant Director of Workforce
1.4	Approved	July 2016	Change to email address within appendix 1	Assistant Director of Workforce
1.5	Approved	Oct 2016	Amendment to AR forms	Assistant Director of Workforce
1.6	Approved	Nov 2017	Achievement Review replacing PDR	Director of Workforce & OD
1.7	Approved	March 2019	General review and audit	HR Advisor
1.8	Approved	August 2019	Amendment to Declarations of Interest process	HR Advisor
1.9	Approved	September 2020	Removal of duplicated AR forms	Director of Workforce & OD
1.10	Approved	July 2021	Updating contact details, wording around People Hub and logo	People Hub
2	Approved	November 2021	Changes to appendices, overview of entire policy, removal of annual declaration form and health and safety questionnaire and replacing with new achievement review form	HR Advisor, Head of Workforce and OD, Partnership Forum
2.1	Approved	November 2023	New link for declaration form and general review.	ER Advisor
2.2	Approved	June 2025	General review and audit.	ER Team Lead

Rapid Equality Impact Assessment *(for use when writing policies and procedures)*

Policy Title (and number)	**Achievement Review Policy (H6)**	**Version and Date**	Version 2.2 – June 2025
Policy Author	Employee Relations team		

An equality impact assessment (EIA) is a process designed to ensure that a policy, project or scheme does not discriminate or disadvantage people. EIAs also improve and promote equality. Consider the nature and extent of the impact, not the number of people affected.

EQUALITY ANALYSIS: How well do people from protected groups fare in relation to the general population?
PLEASE NOTE: Any 'Yes' answers may trigger a full EIA and must be referred to the equality leads below

Is it likely that the policy/procedure could treat people from protected groups less favorably than the general population? (see below)

Age	Yes ☐ No☒	Disability	Yes ☐ No☒	Sexual Orientation	Yes ☐ No☒
Race	Yes ☐ No☒	Gender	Yes ☐ No☒	Religion/Belief (non)	Yes ☐ No☒
Gender Reassignment	Yes ☐ No☒	Pregnancy/ Maternity	Yes ☐ No☒	Marriage/ Civil Partnership	Yes ☐ No☒

Is it likely that the policy/procedure could affect particular 'Inclusion Health' groups less favorably than the general population? (substance misuse; teenage mums; carers[1]; travellers[2]; homeless[3]; convictions; social isolation[4]; refugees)	Yes ☐ No☒
Please provide details for each protected group where you have indicated 'Yes'.	
VISION AND VALUES: Policies must aim to remove unintentional barriers and promote inclusion	
Is inclusive language[5] used throughout?	Yes ☒ No☐
Are the services outlined in the policy/procedure fully accessible[6]?	Yes ☒ No☐
Does the policy/procedure encourage individualised and person-centered care?	Yes ☐ No☒
Could there be an adverse impact on an individual's independence or autonomy[7]?	Yes ☐ No☐
If 'Yes', how will you mitigate this risk to ensure fair and equal access?	
EXTERNAL FACTORS	
Is the policy/procedure a result of national legislation which cannot be modified in any way?	Yes ☒ No☐
What is the reason for writing this policy? (Is it a result in a change of legislation/ national research?)	
This is to create a new, simpler form and update the policy with key changes.	
Who was consulted when drafting this policy/procedure? What were the recommendations/suggestions?	
Staffside, Equality and Diversity, Wellbeing, Workforce and OD	

ACTION PLAN: Please list all actions identified to address any impacts

Action	**Person responsible**	**Completion date**

AUTHORISATION:
By signing below, I confirm that the named person responsible above is aware of the actions assigned to them

Name of person completing the form	ER Team Lead	**Signature**	ER Team Lead
Validated by (line manager)	ER Service Manager	**Signature**	ER Service Manager

Any issues Please contact Diversity & Inclusion Lead at tsdft.diversityandinclusion@nhs.net

[1] Consider any additional needs of carers/ parents/ advocates etc, in addition to the service user
[2] Travelers may not be registered with a GP - consider how they may access/ be aware of services available to them
[3] Consider any provisions for those with no fixed abode, particularly relating to impact on discharge
[4] Consider how someone will be aware of (or access) a service if socially or geographically isolated
[5] Language must be relevant and appropriate, for example referring to partners, not husbands or wives
[6] Consider both physical access to services and how information/ communication in available in an accessible format
[7] Example: a telephone-based service may discriminate against people who are d/Deaf. Whilst someone may be able to act on their behalf, this does not promote independence or autonomy

CONTENTS

1. PURPOSE 5
2. SCOPE 5
3. EQUALITY IMPACT ASSESSMENT 5
4. INTRODUCTION 5
5. ROLES AND RESPONSIBILITIES 6
6. WHEN ACHIEVEMENT REVIEWS ARE UNDERTAKEN 6
7. PREPARATION 6
8. GROWTH PLAN 7
9. ACHIEVEMENT REVIEWS AND COMPETENCY FRAMEWORKS 7
10. ACHIEVEMENT REVIEWS AND SUPPORTING PROCESSES 7
11. ANNUAL EMPLOYMENT DECLARATION 8
12. ACHIEVEMENT REVIEWS AND INCREMENTAL PROGRESSION 8
13. CRITERIA AND ORGANISATION OBJECTIVES 9
14. TRAINING AND AWARENESS 11
15. REFERENCES 11
16. CONTACT DETAILS 11
17. MONITORING, AUDIT AND REVIEW PROCEDURES 11
18. APPENDIX 1 – ACHIEVEMENT REVIEW FORM 12
19. APPENDIX 2 - APPLICATION TO DEFER PAY INCREMENT 18
20. APPENDIX 3 - DEFERRAL OF INCREMENT (APPLICATION FOR REVIEW) 19
21. APPENDIX 4 - APPLICATION TO RE-INSTATE DEFERRED PAY INCREMENT 20
22. APPENDIX 5 - MANAGEMENT GUIDANCE FOR ACHIEVEMENT REVIEWS 21
23. APPENDIX 6 -EMPLOYEE GUIDANCE FOR ACHIEVEMENT REVIEWS 24

1. Purpose

1.1 The aim of this policy is to ensure an on-going cycle of performance review, planning, development and evaluation, linked to organisational, service and individual development needs and the achievement of key work objectives.

2. Scope

2.1 The policy applies to all employees of Torbay and South Devon NHS Foundation Trust (hereafter referred to as the Trust) with the exception of medical and dental staff for which separate provisions apply.

3. Equality Impact Assessment

3.1 The Trust is committed to preventing discrimination, valuing diversity and achieving equality of opportunity. No person (staff, patient or public) will receive less favourable treatment on the grounds of the nine protected characteristics (as governed by the Equality Act 2010): sexual orientation; gender; age; gender re-assignment; pregnancy and maternity; disability; religion or belief; race; marriage and civil partnership. In addition to these nine, the Trusts will not discriminate on the grounds of domestic circumstances, social-economic status, political affiliation or trade union membership.

3.2 The Trust is committed to ensuring all services, policies, projects and strategies undergo equality analysis. For more information about equality analysis and Equality Impact Assessments please refer to the Equality Analysis Procedure.

4. Introduction

4.1 The Achievement Review process is an ongoing cycle of review, planning, development and evaluation, linked to organisational, service and individual development needs, individual performance, and the achievement of key work objectives. The term ‘Achievement Review’ (AR) will be used to describe such structured meetings.

4.2 The main purpose of the Achievement Review is to:

- Review the performance of a member of staff against agreed SMART objectives (Specific, Measurable, Achievable, Realistic, Timely)
- Set objectives to help the member of staff work to their full potential
- Set objectives as required in respect of any relevant competency framework
- Review the behaviour of a member of staff against the organisation’s values and behaviours
- Agree a development plan to meet individual and organisational development needs
- Determine, where applicable, whether the criteria for incremental progression has been met

5. Roles and responsibilities

5.1 Reviewee

5.1.1 It is the responsibility of the individual member of staff (the reviewee) to engage fully with the Achievement Review process and to attend their AR meeting at the time and date agreed with their manager or supervisor (the reviewer).

5.1.2 It is the reviewee's responsibility to attend any training, learning and development (hereafter referred to as development) events, including mandatory training, as agreed in their Personal Development Plan or induction review and to reflect on any development to ensure that they apply the knowledge and skills they have gained.

5.2 Reviewer

5.2.1 The reviewer will normally be the reviewee's line manager. Exceptionally, this role can be delegated to a substitute manager or an appropriate alternative such as the reviewee's supervisor or a professional adviser.

5.2.2 It is the reviewer's responsibility to schedule the AR meeting with the reviewee providing sufficient notice for preparation and to ensure that all relevant forms are completed, signed-off and followed-up as appropriate.

5.2.3. The reviewer must be appropriately trained/or experienced in leading development review meetings and have sufficient authority to be able to approve development opportunities for the individual.

6. When achievement reviews are undertaken

6.1 Induction review

6.1.1 The AR process begins during the induction period for new employees. The aim of this discussion is to assist a new member of staff to make a success of their new job. A personal development plan (PDP) should be developed during the first two months of employment to set some initial work objectives and identify any early development activities and as a check to ensure that all mandatory training has been completed.

6.2 Annual achievement review

6.2.1 The annual AR is when all the discussions that have taken place throughout the year are brought together and jointly reflected on and documented in a structured way (using appendix 1). Any issues identified in the reviewee's work, performance or development during the year should have been addressed at the time they arose, they should not be left until the annual AR meeting. The guiding principle of the AR process is 'no surprises'.

7. Preparation

7.1 Preparation is essential to a positive outcome of an AR. Both the reviewer and the reviewee should adequately prepare prior to the meeting by reading the guidance in the AR form (appendix 1) and familiarising themselves with the paperwork and undertaking the pre-requisite actions and thinking.

8. Growth plan

8.1 During the AR meeting, a Growth Plan (in appendix 1) for the forthcoming year will be developed and agreed by the reviewee and their reviewer.

8.2 Development is not just about attending training courses. Development may also consist of on-the-job training, opportunities to participate in particular projects or work areas, distance learning, private study, short secondments, work shadowing, peer review and other continuous professional development activities.

8.3 A Growth Plan identifies and prioritises learning and development needs and how these will be addressed to assist:

i) Achieving agreed work priorities/ key result areas.

ii) Meeting levels of behaviour in accordance with organisational values and behaviours.

iii) Meeting levels of required performance for the role

iv) Meeting the required level of competency.

v) Progressing any personal career / role / work aspirations.

8.4 The reviewee is responsible for monitoring their PDP throughout the year and for bringing any issues to the attention of their reviewer/line manager. They may choose, where appropriate, to commit personal time and resources, especially in those areas relating to longer term career development.

9. Achievement reviews and competency frameworks

9.1 Where a competency framework, e.g. a professional competency framework, is actively being applied in respect of the reviewee's post, it should be used to lead discussions on how the reviewee is applying their knowledge and skills to meet the demands of their post and to identify future development needs informed by the achievement of objectives.

9.2 Where there is no competency framework being applied discussions may focus of the job description and job specification to provide the context to the role. This will involve focussing on a review of performance over the review period against any previously agreed objectives/ or key result areas.

10. Achievement reviews and supporting processes

10.1 The AR process may be supported and complemented by the use of 360-degree feedback, Health and Safety questionnaire and Wellbeing questionnaire on SHAREPOINT or assessments of team performance, e.g. looking at the quality of the service provided by the team or the effectiveness of team communications. However, these will only be used to support and feed in to the individual AR process and never to replace an individual AR.

11. Annual employment declaration

11.1 The Trust must comply with NHS employment checks standards and Trust policies to monitor any changes to an individual's circumstances that may impact on their employment or be a safeguarding issue. To satisfy this requirement each employee should complete annually with their line manager the annual employment declaration form (on SharePoint here) at the same time as they have their Achievement Review Meeting.

11.2 Once completed, the line manager must complete the electronic declaration form found here

12. Achievement reviews and incremental progression

12.1 Background

12.1.1 These provisions reflect Annexe 23 of the Agenda for Change Terms and Conditions Handbook and have been subject to consultation with the Trust staff representatives. They apply to all staff with the exception of Medical and Dental staff that have separate arrangements.

12.1.2 With effect from 1st April 2021 incremental pay progression for all pay points became conditional upon individuals demonstrating that they had the required level of knowledge and skills/competencies for their role and that they have demonstrated an acceptable level of performance and delivery.

12.2 Principles

12.2.1 The assessment for incremental pay progression is part of the AR policy and processes. Therefore, in order to gain incremental credit an employee **must** have an annual AR.

12.2.2 To ensure fair and consistent application of the AR policy with specific regard to incremental progression, assessment will be based on broad organisation objectives that will be applied to all staff covered by the policy. This will not preclude managers from setting other local objectives but failure to attain local objectives may not be used as a basis for any decision to defer incremental progression.

12.2.3 All staff demonstrating the required knowledge and skills, and applying acceptable levels of performance and delivery consistently during the period covered by the annual AR will benefit from incremental pay progression.

12.2.4 Individual performance should be monitored throughout the year so that under performance is identified and addressed appropriately at that point. Managers should be mindful of factors outside the individuals control when assessing overall performance.

12.2.5 Progression into the annually earned pay points, the last two pay points in pay bands 8c, 8d and 9, will be available to all members of staff in these bands subject to the same criteria set out in these provisions. Pay protection shall not apply should assessment result in the removal of a pay point.

12.2.6 Individual staff will have the right to seek a review of any decision where the required level of performance is deemed not to be met.

12.2.7 For ease of administration Payroll Department will continue to allow staff to progress to the next increment automatically unless they are advised that a deferral is required. Therefore, managers are responsible for undertaking AR's and submitting the appropriate form on SharePoint, indicating whether they wish to approve or defer an increment.

13. Criteria and organisation objectives

13.1 The Trust is committed to building a workforce which is valued and whose diversity reflects the community it serves, enabling it to deliver the best possible healthcare services to its service users. The organisation is also committed to ensuring that every employee is able to achieve their full potential, through the implementation and operation of a fair, open and objective AR process. To this end all employees must have an annual AR through which they can demonstrate they have achieved the standards required by the Trust.

- Employee's mandatory training is 100% up to date;
- Employee does not have a live disciplinary sanction (first or final written warning);
- Employee has satisfactorily achieved their objectives/priorities from their previous Achievement Review; and
- They are not subject to a formal stage of the Improving Performance Policy.

13.2 Grounds for deferral of incremental pay progression

13.2.1 Incremental pay progression may only be deferred where significant issues of performance and/or conduct have been identified, discussed and documented with the individual concerned and, despite opportunities for appropriate support, training development have not been resolved. Consequently, operational managers may only apply the following criteria to defer an increment;

- **AR** – the employee has not completed their annual AR.
  **** If an employee has not completed AR due to management failure to make the necessary arrangements this may not be used as grounds for deferral.**

- **Performance** – the employee has not satisfactorily achieved their objectives/priorities from their previous Achievement Review. They are subject to a formal stage of the Improving Performance Policy

- **Behaviour** – the employee has a live disciplinary sanction (first or final written warning)

- **Training** – the employee has not completed essential mandatory training. Where management fail to ensure a member of staff is able to attend for mandatory training this criterion may not be used as grounds for deferral.

13.2.2 In determining whether the increment should be deferred for reasons associated with poor performance or conduct, this can only be demonstrated by the fact that management have had to take **formal** action under Trust Improving Performance, and/or Disciplinary procedures during the review period to address the problem and

formal (written) warnings issued during this period remain on file. If management have taken no action there are no grounds for deferral. In addition, the fact that an employee has a written warning on file may not be used as automatic grounds for deferring an increment. Managers are obliged to consider each case on individual merit.

13.2.3 In order to action a pay deferral the manager must complete the "Application to Defer Pay Increment" form (appendix 2) and the electronic Annual Achievement Review & Declaration Form found on SharePoint and send to Payroll at tsdft.payrollteam@nhs.net

For information on dealing with performance and conduct issues please see existing Trust policies and procedures on SharePoint here and filter under Human Resources.

13.3 Review

13.3.1 An employee who is subject to deferral of incremental pay progression by their line manager and disagrees with that decision may seek a review by the next in line senior manager. The employee may request that the case is reviewed by a senior manager from an alternative ISU if they prefer by completing the Deferral of Increment (Application for Review) form (appendix 3).

13.3.2 If the individual's case is upheld, payroll will be informed and pay will be backdated to the point at which incremental pay progression should have occurred. The manager must complete the "Application to Re-instate Deferred Pay Increment" form (appendix 4).

13.3.3 The decision of the senior manager reviewing the matter is final and no further opportunities for review may be requested

13.4 Review procedures

13.4.1 All managers and members of staff are responsible for ensuring that the organisation's Diversity and Inclusion Policy (ED1) is adhered to and accordingly that this policy is applied fairly to all staff.

13.4.2 Employers and staff representatives, acting in partnership, will monitor decisions on incremental pay progression to ensure that there is no discrimination or bias in relation to the above.

13.4.3 To ensure this is fully complied with a monitoring panel, consisting of an Employee Relations team representative and Trade Union representative, will meet annually to review all decisions regarding pay deferrals.

13.4.4 The organisation will monitor that development reviews are being undertaken annually and pay progression is operated in a non-discriminatory manner.

14. Training and awareness

14.1 Advice and support will be provided by the Employee Relations team to support staff and managers in adhering to this policy and their understanding of dealing with AR's.

14.2 The Employee Relations team will raise awareness of this policy through the publication of information on SharePoint and to advise staff to changes to the policy through the staff bulletin and ratification process.

15. References

15.1 Agenda for Change Terms and Conditions of Service – Annex 23

15.2 NHS Constitution

16. Contact details

16.1 Any queries regarding this policy should be directed to the Employee Relations team and the Equality and Diversity Lead.

- Employee Relations advice line –tsdft.employeerelations@nhs.net or 01803 655754 (ext. 55754)
- Equality and Diversity/Wellbeing – tsdft.diversityandinclusion@nhs.net

17. Monitoring, audit and review procedures

17.1 This policy will be monitored and audited on a regular basis. A full review will take place every two years by the People and Education Directorate unless legislative changes determine otherwise.

Torbay and South Devon NHS Foundation Trust

18. Appendix 1 – Achievement Review Form

Your Achievement Review

Name:

Job Title:

Department:

Reviewer:

Next level manager:

Date of this achievement review meeting: / /

Date next achievement review meeting is due: / /

Professional registration (revalidation date): / /

Torbay and South Devon NHS Foundation Trust

PART 1a – REFLECTIONS ON THE PAST 12 MONTHS *(Reviewee to complete prior to meeting)*

MY PERFORMANCE:	
How have I performed against my objectives over the previous 12 months? List your objectives below.	**Was the Objective achieved?**
1.	**YES: □ NO: □ PARTIALLY: □**
2.	**YES: □ NO: □ PARTIALLY: □**
3.	**YES: □ NO: □ PARTIALLY: □**
4.	**YES: □ NO: □ PARTIALLY: □**
Comments: *(Reflect on how your objectives were met and what you would do differently next time. If you did not meet the above objectives but instead completed other objectives, please describe these below)*	
What am I most proud of over the past 12 months?	

TRAINING AND DEVELOPMENT:		
What learning, training and development have I undertaken in the past 12 months?	**Date completed**	**Comments** *(i.e. was this relevant, how did it benefit you and patients, did it help to improve your role and performance?)*

Torbay and South Devon NHS Foundation Trust

PART 1b – MY FUTURE *(Reviewee to complete prior to meeting)*

SETTING YOUR PERFORMANCE PRIORITIES FOR THE COMING 12 MONTHS What are the priorities required for me to be successful in my role? *These priorities are to be reviewed and agreed at the meeting*			
Priorities	**Target date**	**Support or actions required to achieve**	**Agreed by Reviewer**
1.			
2.			
3.			
4.			
5.			

Torbay and South Devon NHS Foundation Trust

MY GROWTH PLAN FOR FORTHCOMING YEAR

In this section you should set out the development required to achieve the priorities, skills, knowledge and competencies required for your role. Also, detail what support would be required for revalidation for professional registration (if required).

Please ensure mandatory training is prioritised and completed within the compliance timescale.

What development is required to achieve my priorities or support me to evolve in my role?	**Target Date**	**How will I access this development?** Detail what actions you will take to achieve your required level of skill/knowledge and support required e. g. observation, projects, job rotation, 360 feedback, training course etc.	**Agreed by Reviewer**

MY GOALS AND WORK ASPIRATIONS

What are my work aspirations and what areas of work/projects would I like experience in?

Torbay and South Devon NHS Foundation Trust

PART 2 – RECORD OF MEETING *(To be completed by reviewer following discussion on the above information)*

FINAL COMMENTS AND SIGN OFF		
REVIEWER'S COMMENTS *(covering key points of meeting and including 360 feedback centered around your team and service.)*		
Name:	**Signature:**	**Date:**
REVIEWEE'S COMMENTS:		
I confirm that I have agreed my objectives/performance standards and learning and development needs for next 12 months.		
Name:	**Signature:**	**Date:**

Torbay and South Devon NHS Foundation Trust

INCREMENTAL PROGRESSION:	
Please tick the boxes below as appropriate:	
An achievement review has been completed	☐
Mandatory training is 100% up to date	☐
Employee has no live disciplinary sanctions (First or Final Written Warning	☐
Objectives/priorities from your previous Achievement Review have been satisfactorily achieved	☐
Employee is not subject to a formal stage of the Improving Performance Policy	☐
If all the above boxes are ticked and where the top of the incremental scale has not yet been reached, the reviewee can proceed to the next incremental point on the normal date for the individual. Where any of the above criteria have not been met and where the top of the incremental scale has not yet been reached, the manager must determine whether the increment will be deferred or allowed based on the principles found in the achievement review policy. If a deferral is deemed appropriate the manager must state the reasons in the box below and then complete an incremental deferral for use by payroll.	
Proceed to next incremental point	☐
Defer progression to next incremental point	☐
Rationale for deferring increment:	
Reviewee's Signature: **Reviewer's Signature:** **Date:**	

A copy of all these forms should be kept on the employee's personal file, and a copy given to the employee for their portfolio. A confidential Health, Safety and Wellbeing Questionnaire (if required) and Annual Employment Declaration should now be completed on the Hive.

Please report that the Achievement Review has taken place by completing the electronic form on:
https://SharePoint.torbayandsouthdevon.nhs.uk/areas/workforce-information/Pages/annual-achievement-review.aspx
Form A – Achievement Review Declaration and Confirmation of Eligibility for Pay Step (where applicable)
Form B – Achievement Review Declaration and Deferral of Pay Step (where applicable)

19. Appendix 2 - Application to defer pay increment

To be completed by the line manager/reviewer

Name of Employee _____

Assignment Number _____

Position Held _____

Department _____

Managers Telephone Number _____

Date of Appraisal _____

Date of Increment to be Deferred _____

Reason for Deferral _____

_____

_____

Please can you ensure the next increment for this employee is deferred. Following annual achievement review I am satisfied they have failed to meet one of the pay step eligibility criteria. I understand this increment will be awarded following next year's annual achievement review unless I apply for further deferral.

Signature _____

Name _____
(Blocked capitals, please)

Position _____

Date _____

Action by the manager

Send copy of form to Payroll at tsdft.payrollteam@nhs.net before the 5th of the month and original to go on personal file.

Torbay and South Devon NHS Foundation Trust

20. Appendix 3 - Deferral of increment (application for review)

To be completed by the applicant

Name _____

Assignment Number _____

Position Held _____

Department _____

Home Address _____

_____

Telephone Number _____

Date of Appraisal _____

Date of Increment Deferred _____

Reason Increment Deferred _____

Reasons for Requesting Review _____

_____

_____

I wish to apply for a review of the decision to defer my increment by my line manager/reviewee. I am making this application within 14 days of my annual achievement review. I understand this review will be conducted by the senior manager who will seek advice from the Employee Relations team and that this is the only opportunity for review open to me.

Signature _____ Date _____

Torbay and South Devon NHS Foundation Trust

21. Appendix 4 - Application to re-instate deferred pay increment

To be completed by the line manager/appraiser

Name of Employee _____

Assignment Number _____

Position Held _____

Department _____

Managers Telephone Number _____

Date Increment Deferred _____

Date of Review/Reinstatement _____

Reason for Reinstatement _____

_____

_____

Please can you ensure the deferred increment for this employee is re-instated. Following review, I am satisfied they have met the required pay step eligibility criteria. I understand reinstatement will be from the date of deferral.

Signature _____

Name _____
(Blocked capitals, please)

Position _____

Date _____

Action by the senior manager

Send copy of form to Payroll at tsdft.payrollteam@nhs.net before the 5th of the month and original to go on personal file.

22. Appendix 5 - Management guidance for achievement reviews

Employee (reviewee) Supervisor/manager (reviewer)

In these yearly meetings, you'll have the opportunity to sit down with your employee (reviewee) to discuss a range of things and plan for their future. Their overall performance will be discussed, as well as:

- Objectives for the past 12 months will be reviewed
- Key performance priorities for the next 12 months will be agreed
- A development plan to meet individual and organisational development needs will be agreed
- Goals and work aspirations
- Training and Development
- Wellbeing

Tips for reviewers

- Show respect for the process by being **prepared** with data, notes and records from previous reviews. Use this to measure progress and guide discussion. Employees are much more likely to accept praise or criticism when it's based on objective fact, rather than just their line manager's opinion.
- Keep the discussions relevant and focused
- Ask open-ended, probing questions
- Listen and have a two-way discussion
- Give objective, constructive, non-judgemental feedback

Key things to cover during the conversation

Review performance against agreed targets and objectives - if set objectives haven't been achieved, what is the reason for this and has anything been achieved in place of this?

Offer feedback and encouragement to your reviewee – 360 feedback (gathering feedback from the rest of the team and wider Trust) can also help.
Agree goals and priorities with your reviewee and record these. They must be understood and agreed by both parties if they are to be acted upon.

Have a think…

'As a manager, is there anything I could do more or less of to support my employee?'

'How can I help them to be more successful?'

'If my employee is content with their role and not seeking great changes, what I can do to support this?'

- Ensure that the reviewee really understands the importance of their contribution in reaching the overall targets/goals of the organisation.
- Ensure that the reviewee understands what is expected from them and identify what training and support will be needed for the employee to meet these expectations. Are they reasonable expectations?
- Try to align the objectives and priorities of the reviewee to those of the organisation

Achievement reviews allow you to spend more **time and attention** in finding out more about your employee and allowing them to reflect more on their experience and progress. It is:

- An important time to appreciate their experiences/ achievements and refresh your relationship with them.
- An opportunity for them to reconnect with the way that their role fits in the organisation and for them to contribute to the organisations thinking.
- The time to agree objectives or priorities which will contribute to your conversations throughout the year.

Achievement Reviews may happen once a year, but the conversation should continue throughout the year. Make sure that what you agree does not get lost! Make sure that you build time into supervision or 1 to 1s to review progress, check support and if necessary review priorities.

Conversations are the key to us all feeling engaged and supported in our jobs. Use every *opportunity informal, impromptu, planned, structured* to connect with your people, to help them feel connected to the thinking and to feel supported in the tasks that are expected of them.

Values
You'll notice that the values section is no longer on the Achievement Review form. Instead, whilst completing it, have a think about how the reviewee actively demonstrates our Trust values in their work and if there are areas for improvement:

Respect and dignity
Effective Behaviours
- Treat others the way they would like to be treated themselves
- Maintain privacy and ensure confidential information is kept safe

Ineffective Behaviours
- Fails to ensure the privacy and confidentiality of information
- Shows little respect for others

Commitment to quality of care
Effective Behaviours
- Act with professional integrity at all times
- Take personal responsibility and am accountable for my actions

Ineffective Behaviours
- Not conducting yourself in a professional manner
- Blame other work colleagues/departments for mistakes

Compassion
Effective Behaviours
- Show empathy, sensitivity, compassion and understanding at all times
- Listen attentively and respect others in conversations

Ineffective Behaviours
- Appearing unapproachable, disengaged and rude
- Demonstrates insensitivity and a lack of understanding

Torbay and South Devon NHS Foundation Trust

Improving lives

Effective Behaviours

- Committed to working together with my colleagues to improve the patient experience
- Endeavour to continuously improve and implement change positively

Ineffective Behaviours

- Refuses to consider and incorporate the views of colleagues
- Demonstrates an obstructive attitude to change

Working together for people

Effective Behaviours

- Works in partnerships with colleagues/departments to provide seamless care
- Help and support colleagues so that we work well together to achieve our team goals

Ineffective Behaviours

- Not joining up processes therefore providing a disjointed service
- Being unsupportive of your work colleagues and working in isolation

Everyone counts

Effective Behaviours

- Seek out, recognise and value the contributions of your work colleagues
- Be open, honest and do what you say you will do

Ineffective Behaviours

- Demotivates or offends through criticism and cynicism
- Not fulfilling requests or following up actions

23. Appendix 6 -Employee guidance for achievement reviews

In these yearly meetings, you'll have the opportunity to sit down with your manager (reviewer) to discuss a range of things and plan for your future.

Employee (reviewee) Supervisor/manager (reviewer).

Your overall performance will be discussed, as well as:

- Objectives for the past 12 months will be reviewed
- Key performance priorities for the next 12 months will be agreed
- A development plan to meet individual and organisational development needs will be agreed
- Goals and work aspirations will be discussed
- Training and Development
- Wellbeing

Tips for reviewees

- Achievement reviews are YOURS to own!
- Be prepared with data, notes and records from previous reviews. Use this to feel confident and help back up what you are discussing.
- Remind yourself of accomplishments that may have slipped your mind – ask colleagues, go back through your calendar and scroll through your old emails.
- Complete the form at least a week before your review and send it to your manager so they have time to read it before your meeting.
- Don't be afraid to ask questions and share your goals – if you want a promotion, more experience or need some training, now is the time to say it!
- Don't assume that your manager remembers your job description or your priorities, bring these with you to support you.
- Ask for feedback on yourself if you aren't getting it. If you want to know what your manager's priorities are for the next year, **it is OK to ask.**
- Give yourself some quiet time beforehand to prepare, in case you are feeling a bit nervous about the discussion. Section 1 of the form must be completed before the meeting so make sure you have given yourself time to do this.

Key things that will be covered during the conversation

Your performance will be reviewed against agreed targets and objectives. If set objectives haven't been achieved, you'll be asked what the reason for this is and if anything has been achieved in place of this.

You should receive constructive feedback and encouragement from the reviewer.
You will need to agree future goals and priorities, which will be recorded. They must be understood and agreed by both parties if they are to be acted upon.

Have a think…

'Is there anything I could do more or less of to support my objectives, priorities, goals and wider team?'

'How can my manager help me to be more successful or continue working with the Trust?'

'If I'm content in my current role and not seeking great changes, what can I suggest that my manager does to support this?'

Values

You'll notice that the values section is no longer on the form. Instead, have a think about how you active demonstrate our Trust values and what you could perhaps improve on:

Respect and dignity

Effective Behaviours

- Treat others the way they would like to be treated themselves
- Maintain privacy and ensure confidential information is kept safe

Ineffective Behaviours

- Fails to ensure the privacy and confidentiality of information
- Shows little respect for others

Commitment to quality of care

Effective Behaviours

- Act with professional integrity at all times
- Take personal responsibility and am accountable for my actions

Ineffective Behaviours

- Not conducting yourself in a professional manner
- Blame other work colleagues/departments for mistakes

Compassion

Effective Behaviours

- Show empathy, sensitivity, compassion and understanding at all times
- Listen attentively and respect others in conversations

Ineffective Behaviours

- Appearing unapproachable, disengaged and rude
- Demonstrates insensitivity and a lack of understanding

Improving lives

Effective Behaviours

- Committed to working together with my colleagues to improve the patient experience
- Endeavour to continuously improve and implement change positively

Ineffective Behaviours

- Refuses to consider and incorporate the views of colleagues
- Demonstrates an obstructive attitude to change

Working together for people

Effective Behaviours

- Works in partnerships with colleagues/departments to provide seamless care
- Help and support colleagues so that we work well together to achieve our team goals

Ineffective Behaviours

- Not joining up processes therefore providing a disjointed service
- Being unsupportive of your work colleagues and working in isolation

Everyone counts

Effective Behaviours

- Seek out, recognise and value the contributions of your work colleagues
- Be open, honest and do what you say you will do

Ineffective Behaviours

- Demotivates or offends through criticism and cynicism
- Not fulfilling requests or following up actions