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**My Contribution**

**Guidance and Toolkit**

My Contribution is our process for helping you see how your role fits into the organisation, supporting you in your role and showing how what you do has a real impact on the success of Public Health Wales. Having regular conversations and constructive feedback is at the heart of the process and there is a form to help you and your manager to plan your discussions as well as record your achievements and action plan.

This Guidance and Toolkit is part of the My Contribution policy and is designed to help you and your manager get the maximum benefit from the process. It contains the My Contribution form, guidance notes and checklists

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9. **What is My Contribution?**

My Contribution is our performance management process for helping you see how your role fits into the organisation and how what you do has a real impact on the success of Public Health Wales. Having regular conversations and constructive feedback is at the heart of the process and there is a form to help you and your manager to plan your discussions as well as record your achievements and action plan.

My Contribution aims to help you to do the best job you can. Your manager will help you look forward, set expectations and agree your objectives. Together you will also agree the resources you need to do your job, discuss the types of learning and development that you should do and consider whether you are interested in future career opportunities.

My Contribution will also help you reflect on your performance in the year just gone, including what you delivered, how you did it and how you have kept your skills up to date. You and your manager will use this to agree the extent to which you are meeting or exceeding what is expected of you or whether you need more support to do your job.

1. **Why is My Contribution important?**

An effective performance management system is key to supporting Public Health Wales realise its vision and achieve its objectives. We should all be clear of what’s expected of us in our roles and how this contributes to the success of our teams and Public Health Wales. Not only do we as individuals benefit from having the guidance and support we need to do the best job we can, but the organisation will benefit from having a capable and highly motivated workforce, clear on their role and expected behaviours. In addition we can collate learning and development needs to inform and prioritise investment in team, divisional and organisational development as well as measure and monitor progress against the delivery of our priorities and objectives. A list of roles and responsibilities is included in appendix 1.

We recognise that your ability to contribute will rely heavily on how effective your manager is and the support available from the organisation. Appendix 2 provides some pointers for managers to reflect on regarding their role in your performance.

1. **Principles**
* Everyone should have at least two formal conversations a year as well as ongoing informal conversations that will:
* Help you understand how your role contributes to the team and the organisation, including the impact of your work, the importance of doing it well.
* Agree your objectives for the coming year including
	+ What you are expected to deliver i.e. work/tasks/activities
	+ How you are expected to deliver i.e. your behaviours and ways of working
	+ How you will continually improve your practice, i.e. maintaining your skills, keeping up to date in your current role or developing for future roles
* Agree the resources that you need to do your job
* Agree a personal development plan (taking any professional CPD requirements into account)
* Discuss your career aspirations

* Your performance will be reviewed against three sets of expectations
* the work you have delivered
* how you have demonstrated the key behaviours
* how you have maintained your skills and continually improved your practice.
* Regular conversations are at the heart of the process. You should have ongoing conversations to monitor progress and to raise and address any issues that might prevent you meeting your objectives. This includes giving you feedback on the extent to which you are meeting or exceeding what is expected of you, whether you need more resources to do your job or whether you need support through the Rescue and Recovery process to get you back on track if you are struggling. You and your manager should be flexible and responsive to changing needs – emerging priorities or lack of resources may mean you and your manager need to amend your objectives
* The conversations should be a two way process and feedback will be timely, open, honest and constructive. There should be no surprises at the end of the year. This is an opportunity for your manager to recognise and thank you for things you have done well.
* You and your manager should prepare for reviews, providing up to date information, feedback and evidence as required. This guidance will help you both plan and prepare effectively.
* You and your manager should keep a record of your objectives and agreed plans and ensure any supporting documentation is completed and updated in a timely manner. There is a Public Health Wales form that will help shape conversations and give the process consistency and quality. The form is to guide and to record – it is not the end in itself.
* You and your manager should agree your personal development plan and this includes a requirement to discuss CPD and revalidation as appropriate for such groups as Nurses, Midwives, Laboratory staff and members of the HCPC. This should link to relevant professional appraisal cycles
* All managers undertaking reviews will be appropriately trained in the My Contribution process.

* The managers of line managers have a ‘grand parenting’ role to periodically check the quality and consistency of the process
1. **My Contribution Cycle**

Everyone should have at least two formal reviews a year, the first being in line with the organisation’s planning cycle and therefore held around the end of March into April. This first meeting will provide you and your manager with an opportunity to look back at the previous twelve month period and to reflect on your contributions and achievements. This is where the conversations throughout the year and feedback from stakeholders can be brought together in a structured way.

It is also be the time for forward planning, agreeing and linking your objectives to team and divisional objectives and through to the IMTP. This will include agreeing behavioural and development expectations and making sure you have the tools and support you need to do your job.

The second (mid-term review meeting) is the opportunity to consider how well things are going. It is a good time to review and amend objectives if priorities have changed or there are obstacles outside your control which may prevent you achieving. You should also discuss training and development needs and career plans so that your manager can start to prioritise and budget for the coming year.

1. **Sharing plans and discussing responsibilities**

Your manager should share the relevant business and team delivery plans and objectives with you and make sure you both agree what your role and responsibilities should be for the coming year. It is worth capturing agreed key responsibilities on the My Contribution form, including any responsibilities for work outside of your current team, especially if they have changes since last year. You do not need to detail everything, just the main points and enough to capture the essence of your role in the team.

1. **Agreeing Expectations**

Based on your responsibilities, you should discuss and agree a number of expectations for the coming period. You should aim to have no more than five or six objectives delivery objectives so this should give an idea about the level of detail required. This is not about listing every task you do but should cover the main areas of your work.

Your objectives should be SMART, that is, Specific, Measurable, Attainable/Achievable, Realistic and Time bound. A prompt for setting objectives is included in appendix 3 and there is also guidance on Alchemy (to register go to [www.peoplealchemy.co.uk/phw](http://www.peoplealchemy.co.uk/phw) )

If you are in a management role, you must include objectives about delivering work through others and developing your team, i.e. your management and leadership responsibilities and not just focus on the technical/professional aspects of the work that you do.

It is not just ***what*** you deliver that is important but ***how*** you deliver it. The way in which you work and how you behave can have an impact on how you are perceived, how well you perform and it will also impact on the performance and morale of those who work with you be they Public Health Wales or external colleagues. Public Health Wales has three key behaviours which are in line with our values and that all of us should demonstrate in the way we do our work. They are:

* personal responsibility
* personal effectiveness
* collaborative working

When setting work objectives, you and your manager should also think about how you will deliver them, how you are expected to behave and how you will demonstrate this at the end of the year.

See appendix 4 for some suggested behavioural indicators for these areas. These are not comprehensive and should give you a guide to what you should look for under these heading.

1. **Personal Development Plan**

My Contribution is not just about delivering your objectives. Public Health Wales is committed to developing the skills, behaviours and career paths needed to deliver its plan by investing in learning and development initiatives.

We all have a responsibility to do the best we can in our work and everyone is encouraged to continually improve their practice. This includes keeping our knowledge and skills up to date and suggesting ways to improve what we are doing in our current role. If you have aspirations for a different role, you will also be looking for opportunities to develop the knowledge and skills that will prepare you for and help you get a new position.

Development objectives can include actions as simple as reading appropriate articles, taking time out for reflection, attending lunch and learn sessions, or considering participating in the management and leadership programme, appropriate training or learning opportunities offered across the organisation or wider. You and your manager will need to consider the amount of time and the cost of some development options and the likely return on investment. The Learning and Development team can offer advice and support to you and your manager in this area.

1. **Continuing Professional Development (CPD)**

Whilst CPD and professional requirements are technically separate processes from the My Contribution cycle, staff members and managers must discuss CPD and professional registration requirements. This is a legal requirement for regulated health professionals, and Public Health Wales (as an employer) must additionally ensure these have been completed. Therefore CPD and professional requirements must be discussed and recorded within formal My Contribution reviews.

1. **Statutory and mandatory training**

Our training policy requires everyone to have completed their statutory and mandatory training before undertaking other personal or professional development. You and your manager should ensure that you are up to date and if not then you need to make sure any outstanding training is undertaken as soon as possible. Your manager must release you to complete this training. Should a session not be immediately available, or not available through e-learning, you should contact the Learning and Development team.

1. **Using the Form to guide and record conversations**

There is one My Contribution form for all staff and can be found in appendix 8. The form is designed to provide you and your manager with a simple framework and guide for conducting and capturing the conversations. Using a standard form across the organisation supports consistency and quality. By using the form in your conversations you and your manager can be confident that you have covered all the areas for discussion that you should do.

It is important to keep a record of the conversations you have particularly where you are agreeing and capturing agreements, actions and decisions. You may find the form valuable input if you are compiling a portfolio for professional development purposes.

The form has been developed to take into account professional registration and regulatory requirements including revalidation. Additional ‘bolt on’ forms have been developed to aid recording requirements for certain professions. ‘Bolt on’ forms include for example:

* Nurses and midwives
* Public Health Practitioners

Heads of Profession are responsible for the development and communication of ‘bolt on forms’ to meet the specific requirements of the profession that they are responsible for, e.g. for supporting revalidation and/or CPD.

1. **Mid-year reviews and monitoring progress**

You and your manager should have regular conversations to make sure things are on track and that you have what you need to do the job. The frequency and formality of the meetings is up to you and your manager to agree. Often people have regular catch ups on certain aspects of their work such e.g. specific projects but don’t realise these are also valuable aspects of the My Contribution process.

Both you and your manager are responsible for identifying any potential problems (be they about your delivery of work or how you are going about it) as soon as they emerge. You should not wait until the end of year review as there may be things you and your manager can do to nip things in the bud.

The mid-year review will likely take place around October and this is a good time to discuss training and development, particularly if you are considering high cost events.

Your manager will be aiming to collate all of the team’s requirements which in turn will feed into a divisional and directorate plans which will inform budget requests for the coming financial year. Divisional and Directorate plans should be shared with the Professional and Organisational Development team to collate and review on behalf of the organisation.

***Amending Objectives and Revising Expectations***

My Contribution should be a continuous process, flexible and responsive to changing needs. Often new work arises during the year that wasn’t originally in the plan. If your manager decides it needs to be done then you should agree what this means in terms of what is expected of you, potentially putting some work on hold and setting new objectives part way through the year. The same is true if you are depending on certain resources or other peoples’ deliverables in order to achieve your objectives. If these are not forthcoming then you either need to amend your objectives or ensure you take this into account at your end of year review.

1. **Feedback**

It is best practice to decide who is best placed to give feedback on certain objectives and expectations at the time you are setting them, usually at the beginning of the year, although it may not always be possible to know exactly who this will be. In preparation for your end of year review, you and your manager should agree how you will collect this and who else, if anyone, you need to get feedback from e.g. will you get the feedback and share it? Or will you ask them to send it to you manager? Or will your manager seek it directly? It may be a combination of all of these.

It is really important to recognise the value of real time feedback rather than seeking comments at the end of the year when you and the stakeholder may struggle to remember all that has happened. Likewise if you are giving feedback you give it as soon as possible rather than save comments for periodic performance reviews.

You should ask for feedback when you complete a piece of work and while things are fresh in both your mind and that of the person giving the feedback. Timeliness can greatly improve the effectiveness of feedback and help you get the most benefit in terms of learning and development. You will need to capture real time feedback on an ongoing basis so you have it to hand for your regular reviews.

Apart from your line manager the main sources of feedback will be from stakeholders, service users and project and programme managers. If you are part of a functional team then you should get feedback from the divisional directors and senior managers you support.

Guidance and tips for giving and receiving is included in appendix 7 and is taken from Alchemy. If you have not registered, go to [www.peoplealchemy.co.uk/phw](http://www.peoplealchemy.co.uk/phw)

1. **Reflection**

My Contribution is a two way process where you will be encouraged to talk about what you think has gone well and where you would like to improve. You need to take some responsibility for gather­ing feedback and that also includes reflection. Reflection is an important source of feedback where you take time to examine your personal thoughts and actions and ask yourself questions about what you think went well and why and whether things could have been more effective if you had acted differently.

Reflection involves carefully re-running in your mind events that have occurred in the past. The aim is to become more self-aware, value your strengths and to develop different, more effective ways of acting in the future.

Like other forms of feedback, it is best done as close to the event as possible. You may want to reflect after you have finished an important piece of work or if you are trying to develop certain skills such as influencing, you may want to reflect after key meetings.

It is important to reflect on both areas where you feel you could have done better as well as though that went well. We believe you and your manager should spend more time celebrating valua­ble contributions to the workplace and developing strengths. For many, reflection is already a requirement of continuous professional development.

1. **Reviewing Performance**

This is the end of year review (often referred to as an appraisal) where you will reflect on, discuss and agree with your manager how you have performed against your objectives, how you have met expectations and how you would describe your overall contribution and impact using all the evidence and feedback offered.

There are checklists in appendices 5, 6 and 7 to help both you and your manager prepare as well as describing how to give and receive feedback so that you can get the maximum benefit from the conversation.

Your manager should arrange the meeting but if they don’t then you should take the initiative and approach them requesting a review. Simple guidelines include

* Choose a date that is mutually convenient
* Make sure there is time to prepare
* Allow adequate time for the conversation – at least an hour
* Book a private room and ensure there are no interruptions
* Agree whether you want parts of the My Contribution form completed and shared in advance or whether you will complete it after the discussion
* Arrange a second meeting if needed to sign off agreement

You should think about what you have contributed to your team, division, project or organisational results including where you have built on the work, ideas or efforts of others, and where your contribution has helped others succeed.

For each of your objectives you should describe what you have actually done and the impact it has had. Set out your contribution and include how you did the work as well as what you did e.g. if you needed to build a new relationship or influence someone try and describe how you went about it. Include challenges you overcame and how you measure success e.g. did you meet milestones, timescales, deliver within budget, have the impact you planned etc.

After reviewing your objectives and discussing feedback with your manager, you will hopefully be in agreement about the extent to which you are meeting the performance expected of you in your job. Your manager will take into account how you have met expectations in three areas:

* Achievement of your work objectives
* Delivering in a way in line with our behaviours and values
* Maintaining and developing skills and knowledge and seeking continuous improvement in practice

Based on your discussions looking back over the year just gone you should decide what actions, if any, you want to carry forward into the coming year and make sure these are built into your new objectives.

1. **Meeting Expectations**

It is really important to remember that it is the quality of the conversation that is important and that we would expect managers to be taking the opportunity to say things such as “fantastic, excellent job, you’ve exceeded expectations” or “thank you and well done, you’ve met expectations” or if you have been struggling it might be “I’m a bit disappointed, you’re falling short so what can we do to help you get back on track”. You and your manager should summarise the conversation and agree the description that reflects the extent to which you have met or exceeded the expectations of you in your current role.

* My impact and contribution is above what is expected of the role
* My Impact and contribution is in line with expectations of the role
* My impact and contribution is below what is expected of the role
* Too early to determine (i.e. in post for less than 3 months)
1. **Rescue and Recovery**

There may be times you may find it hard to meet your objectives or deliver what is expected of you and your performance may dip. There could be a number of reasons for this and whilst some may be outside of your control (see section on amending objectives) some may be down to you or a change in your circumstances. You should raise this with your manager as soon as possible. Do not wait until your end of year review.

Whether it is you or your manager that raises the fact that your performance is giving cause for concern, the Rescue and Recovery approach aims to quickly address the issues in an appropriate and supportive manner and help regain your expected level of performance. You will work with your manager to develop a specific plan to help you get back on track. The plan should have a clear timeframe and identify the areas where you are below expectations, explain the reasons for this and describe the support you will receive to improve. This will be accompanied by a detailed plan of milestones and regular and frequent monitoring meetings with clear expectations and expected improvements. You need to agree the plan with your manager and make your best effort to fulfil it.

Depending on timescales, the actions in this plan may carry forward to the following year and be built into your objectives. If your impact and contribution is below what is expected of the role at the end of the year, you and your manager will agree relevant actions as part of the objective setting process.

If you do not make sufficient improvement, your manager may need to consider the using an appropriate policy e.g. capability/disciplinary. Should this happen then as part of the process, staff can ask for the appropriate trade union support.

1. **Resolving Disagreement**

Very occasionally, you and your manager may disagree on how well you have met your objectives and expectations and therefore disagree on a summary statement. Wherever possible, you should be try to resolve issues with your manager first. If your manager says you are not meeting expectations and you can’t resolve this directly with them, then you can ask your manager’s manager to review the decision. This should be done promptly, where possible within 7 days of being unable to reach agreement with your manager.

Your manager’s manager will want to understand both you and your manager’s points of view. They will then make a decision and will communicate their reasons to both you and your manager within 7 days. There is no further appeal against the summary statement. If you believe the My Contribution process itself was not conducted fairly you may consider the grievance process.

1. **Handling Absence**

**Maternity/Adoption leave**

My Contribution is designed to be a continuous process of regular conversations aligned to the planning cycle. Therefore it is expected that you and your manager would have an end of year discussion and summary around March/April time. During Maternity, Paternity and Adoption leave, service is considered to be continuous. Therefore, if your leave coincides with the end of year review, there should be no detriment and you would be considered to be meeting expectations. On your return, you and your manager would meet to formally agree the summary for the previous year and set expectations for the coming year.

**Paternity Leave/Parental Leave/Carers’ Leave**

As this period of leave is relatively short, managers are encouraged to plan ahead where possible and agree a suitable date for your end of year review before the leave of absence occurs. If this is not possible it would be expected that you would have a review on your return. As for Maternity/Adoption leave, being absent will not cause you any detriment.

**Long Term Sickness**

Where a period of long term sickness coincides with your end if year review, you would be considered to be meeting expectations. On your return, you and your manager would meet to formally agree the summary for the previous year and set expectations for the coming year. This conversation will form part of your return to work.

If you are in the formal stages of the capability policy at the time of commencing of your sick leave, and there is evidence to show that you would be unlikely to have met your expectations, it may be your contribution is deemed to be below what is expected in the role. However, advice must be sought from the relevant Workforce Manager.

**Other Extenuating Circumstances**

We recognise there may be exceptional or extenuating circumstances that have not already been covered in this section. If you think you are in such a situation you should seek the advice of your own line manager and/or the relevant HR Advisor

1. **Links to Pay Progression**

In June 2015, The Welsh Partnership Forum approved an All Wales Pay Progression Policy meaning incremental pay would no longer be automatic and should link to performance. It recognises that the Pay Progression Policy needs to work closely with local appraisal processes (My Contribution) but acknowledges that they are two separate policies.

The Pay Progression Policy sets out some best practice principles for appraisal that all Trusts should embed in their local processes and we believe that these are built into the My Contribution process:

* *We will agree and understand what’s expected of us in terms of what we should be doing and how we should be doing it*
* *We will all receive feedback on how we have done*
* *We will all ensure that we actively seek to develop and improve what we are doing*

My Contribution is about understanding how you and your role fit within the team and wider organisation and how your objectives link to the wider organisation goals and priorities. The conversations and reviews align to the planning cycle and will therefore run from around April through to March the following year.

Pay progression decisions need to be taken in line with increment dates which can be in any month of the year. Public Health Wales has yet to finalise the details of how pay progression will be implemented, these details will be communicated once agreed. It is likely that the decision to support pay progression or withhold an increment will be informed by most recent My Contribution review but clearly will need to consider all performance in the period between that review and the increment date.

**Appendix 1 Roles and responsibilities**

**The Executive is responsible for**

* Creating an environment in which My Contribution can work.
* Ensuring compliance with the policy and reporting the number of reviews quarterly within their directorates.

**Director of Workforce and OD is responsible for**

* Policy ownership, monitoring implementation, and auditing the quality of the process
* Ensuring all managers have access to suitable training.
* Reporting compliance to Welsh Government on an annual basis

**Managers are responsible for**

* Conducting My Contribution in line with the principles and ensuring key agreements are documented
* Supporting employees to do the best job they can (see appendix 2 Reflection for Managers)
* Attending appropriate training in My Contribution
* Setting aside adequate time
* Holding regular reviews and giving honest and constructive feedback
* Ensuring employees have an up to date job description, clear objectives and a development plan
* Obtaining feedback on the individuals from relevant third parties
* Ensuring the employee has the resources they need to do their job
* Raising and addressing concerns in a timely manner and using Rescue and Recovery where appropriate
* Collating development needs for planning and budget purposes.
* Discussing CPD and revalidation requirements as appropriate for such groups as Nurses, Midwives, Laboratory staff and members of the HCPC. This should link to relevant professional appraisal cycles
* Checking compliance with statutory and mandatory training and with professional registration (where appropriate)
* The managers of line managers have a ‘grand parenting’ role to periodically check the quality and consistency of the process including ensuring objectives and expectations have been set and that regular conversations are taking place.

**Employees are responsible for**

* Actively participating in all aspects of the My Contribution process including completing their section of the form
* Doing the best they can to deliver their objectives, demonstrate the key behaviours and keep their skills up to date
* Maintaining their professional registration (where required)
* Completing statutory and mandatory training requirements
* Maintaining a development plan/CPD portfolio
* Reflecting on their progress, raising any concerns in a timely manner and taking agreed actions
* Making suggestions for and seeking opportunities for improvement

**Appendix 2 - Reflection for Managers**

As a manager, most of your time spent on performance management is likely spent on conversations with your staff and giving them feedback on their performance, but how often do you reflect on what exactly you have done to help them deliver their contribution? The points below may help you think about what you should be doing and can also be used when your manager is reviewing your performance as a manager. The points below may help you shape your own objectives for the coming year.

**Expectations**

Unless your team members are clear on what’s expected of them it’s almost impossible for them to perform effectively. More often than not this is your responsibility. How sure are you that your expectations are clearly understood?

**Ability**

Your team members need to have the right skills, resources and aptitude to deliver on agreed expectations. What have you done to support the development of competences through coaching and experiential learning? Do your team have all the necessary resources, tools and time to meet expectations?

**Attitude**

No matter how clear your team members may be on task expectations or how skilled they are to deliver them, if they don’t want to do it or don’t value it, they won’t perform effectively. What have you done to build commitment and self confidence? Have you tackled inappropriate behaviours you’ve witnesses throughout the year?

**Opportunity**

Your team members can be clear on what is expected of them with all the ability and attitude in the world but if you don’t give them the opportunity to prove themselves they will never perform. Have you your team responsibility for outcomes rather than tasks? Have you offered constructive feedback when things have gone wrong? Could it be that you’ve held on to the reins of power?

**Appendix 3 Guide to making Objectives SMART**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Specific****Clear and unambiguous**  | **Measure****Concrete criteria**  | **Attainable****Realistic, stretching**  | **Relevant****It must matter You must be willing and able** | **Time-bound****Grounded within a time-frame/target date**  |
| What do I want to achieve?  | How much?  | How: How can this goal be accomplished?  | Does this seem worthwhile?  | A time bound goal is intended to establish a sense of urgency  |
| Why: Specific reasons, purpose or benefits of accomplishing the goal  | How many?  | Must be possible under current conditions  | Is this the right time?  | When? (short/medium/long term)  |
| Who: who is involved?  | How will I know when it is accomplished?  | What commitment will it need from you/others?  | Does this match/contribute to other efforts/needs?  | What can I do 6 months from now?  |
| Where: Identify a location  | Indicators should be quantifiable  | Do elements of your PDP support this goal?  | Are you the right person?  | What can I do 6 weeks from now?  |
| Which: Identify attributes, requirements and constraints  | What data will I draw upon?  |  | Is it applicable to the current context/climate/environment?  | What can I do today?  |

**Appendix 4 Behavioural Indicators**

**Personal responsibility**

* I take responsibility for my own behaviour and performance – I consistently do what I say I will do
* I am open and honest when getting it wrong – I am comfortable apologising, admitting mistakes and learning from them
* I am prepared to tackle difficult issues and know when to seek help and guidance
* I demonstrate courage in being prepared to challenge inappropriate behaviour and those who compromise standards
* I act as a positive role model demonstrating commitment to Public Health Wales principles
* I demonstrate a positive attitude to work and inspire others to do the same

**Personal effectiveness**

* I treat others with dignity and respect, making time for them when needed
* I consistently review and prioritise my own work to make sure I am working on the most things
* I recognise when there is a need to flex my approach and I adapt accordingly
* I invite constructive feedback from others and act on the feedback to improve performance
* I manage my own emotions and responses when dealing with complications or setbacks
* I support others in managing difficult or stressful situations

**Working in collaboration**

* I ask questions to find out others’ views and value their suggestions
* I share ideas, resources and expertise with other teams
* I know who my key stakeholders are and work hard to identify how best to engage them
* I build and use networks to help create shared priorities and co-produce great solutions
* I make appropriate suggestions for improvements that can be made when difficulties arise in working with others
* I flex my approach to work effectively with other parts of Public Health Wales and with other organisations

**Appendix 5 Checklist for Managers (Also see appendix 2)**

|  |  |
| --- | --- |
|  | Agree a date and time and ensure appropriate (private) facilities are available to host the meeting:* comfortable environment where you will be undisturbed
* refreshments (water, tea or coffee etc.)
 |
|  | Invite employee to the meeting reminding them to prepare by completing their comments against their objectives, behaviours and development in advance. Ask them to send this to you by a certain date prior to the meeting. |
|  | Prepare your feedback for the employee, gather feedback from other people that the employee has been doing work for. |
|  | Make sure you have an relevant information to hand such as* Divisional work plan / objectives
* job description
* copy of objectives and PDP
* results of other assessments (project reviews, 360, team meetings etc.)
* statutory and mandatory training records
 |
|  | Once you have the employee’s comments on how they think they have done this, compare this with your thoughts and the feedback from others. Make notes about the feedback you need to give, either against each objective or as one overall summary. Consider how you think they have demonstrated the behaviour and how they have progressed their development plan.Consider what your rating would be. |
|  | Consider objectives and development the individual may require going forward into next year |
|  | Your notes should cover :* performance since last review (including effort, achievement and challenges) – progress throughout the year
* their role in contributing to the team, division, directorate achieving its goals and critical success factors
* key points of regular conversations, learning and agreed action to take forward
* performance objectives relating to what they are going to deliver and how
* learning and development to grow skills and knowledge
* their personal career aspirations
 |

**Appendix 6 – Checklist for individuals**

|  |  |
| --- | --- |
|  | Review your job description and the goals, competences and development plans set out since your last review |
|  | Gather feedback received from others in the review period |
|  | Write your comments against the relevant sections of the form considering your impact and contribution to the team and division |
|  | Prepare your training record for statutory and mandatory training completed and compliance / refresher dates |
|  | Consider and record the development activity you have undertaken during the review period – how effective was this? How would you evidence the impact? Etc. |
|  | Consider your career aspirations and the support you may require in the next review period |
|  | Consider how you would rate your performance and ensure you have evidence to hand to support this |
|  | Draft your goals for the coming year and draft your (SMART) objectives |
|  | Consider the learning and development you would require in the coming review period – how will the opportunity to support your development? How will you measure effectiveness? What other ways could development needs be addressed etc.? |
|  | Share your self review section with your reviewer in advance of the meeting and list any specific areas or topics you hope to cover |
|  | Ensure you have read your team, division and directorate plans – this will help you plan more easily your part in Public Health Wales priorities and critical success factors |

**Appendix 7 – Giving and Receiving Feedback**

Extracts from Alchemy on line – all staff now have access to Alchemy, not just managers. To register go to [www.peoplealchemy.co.uk/phw](http://www.peoplealchemy.co.uk/phw)

**In a nutshell**

1. What is feedback?

A small proportion of the feedback we receive from other people is given by them on purpose. This kind of personal feedback can be incredibly useful and is the subject of this topic.

* Feedback is for the benefit of the receiver. Its purpose is to help them grow and develop, and reinforce positive behaviour or actions.
* Criticism always benefits the giver. In most cases, it is done to make the giver feel in some way superior to the receiver. It is often negative and judgemental. It is in many cases subjective rather than objective and it is usually destructive.
* Positive feedback is also known as ‘praise’ and is mainly used as a motivator. It recognises the good work that someone has done and rewards them for it.
* Constructive feedback is letting someone know that they did not do something in an appropriate way, or that they did something incorrectly. It includes information to enable the individual to improve their behaviour or the way in which they do something.

[More...](http://www.alchemyformanagers.co.uk/topics/9xDB9u62K4G5qQcL.html)

2. Why feedback is important

Regular, good quality feedback is one of the most important ingredients in building effective working relationships and in getting things done. It can be used for a variety of management purposes, including to

* Influence someone to do something differently or to change their approach
* Show people that you appreciate what they did and give them recognition, which helps to motivate them
* Get information from your manager, team or others regarding your own performance and behaviour
* Improve the quality of an individuals’ work or the work of teams
* Show people that you value them and their input
* Help people back onto the right target when they have misunderstood a goal or task
* Build and maintain relationships with an open and honest dialogue, fostering trust and support
* Set and explain expectations regarding behaviour and performance, enabling people to meet and exceed their objectives
* Coach your successor.

[More...](http://www.alchemyformanagers.co.uk/topics/ULAu7UpjmhK9bPu6.html)

3. How well do I give or receive feedback?

Here are two questionnaires to help you understand where you already do well, and what areas of feedback may require some improvement.

* How well do I give feedback? This questionnaire helps you to measure your current skills in giving feedback and indicates the areas which need the most improvement.
* How well do I receive feedback? This self-assessment will help you measure your current skills in receiving feedback and identify areas needing improvement.

[More...](http://www.alchemyformanagers.co.uk/topics/3eTGy7KeFAqKS7Cv.html)

4. Tools for giving feedback

Giving feedback is an art, but the good news is that it is an art that anyone can learn.

A goal is not necessarily a tool for feedback, but it is an essential precursor. Feedback needs to be based on an evaluation against an established standard or set of expectations.

We very often want to give feedback right in the moment, and this timeliness can also greatly improve the effectiveness of feedback. Problems can arise, however, when we just unthinkingly react.

When you plan to give feedback in a more structured and planned way, there is a very simple eight-step process you can follow that will help things run more smoothly.

You should also remember that feedback should be balanced, objective, observed, specific and timely.

[More...](http://www.alchemyformanagers.co.uk/topics/vPrdpwfyvns32xws.html)

5. Important principles

When you are giving feedback, there are some important principles to hold in mind and elements you need to include if it is to be effective.

* Good feedback should ideally be given as soon as possible after the issue or event to be discussed, unless emotions are still running high.
* Positive feedback can be given just about anywhere, but constructive feedback is best given away from others.
* Be specific – ensure that you have examples of the behaviour that is to be reinforced or modified.
* Your feedback should not label or describe the recipient; it should focus on the performance or behaviour.
* Be clear and unambiguous, keeping as brief and to the point as possible.
* Own the feedback; never palm off the responsibility for a constructive message onto another person.
* To be balanced, you can start with a positive comment and then move into the constructive feedback.
* Feedback should be given frequently, not yearly or just occasionally.
* Consider which of your people need more feedback to feel comfortable, and which need less.
* Focus on the solution, not the problem, and on the future, not the past.
* [More...](http://www.alchemyformanagers.co.uk/topics/kEEWkuTQyEjerb2q.html)

6. Positive or reinforcement feedback

It is important to give positive feedback just as carefully as constructive feedback, so that it is not considered lip service.

* People need to understand exactly what it was they did right and how they can continue to do that.
* They need to be encouraged and the behaviour reinforced with outcomes of their behaviour that they might not have realised happened.
* They may need support and advice on how they can repeat the behaviour and when it is and isn’t appropriate to do so.
* Be sure to remember to give positive feedback when something has been done well.

[More...](http://www.alchemyformanagers.co.uk/topics/ZGXasN57sybgUEfh.html)

7. Constructive feedback

Most people find the giving of constructive feedback to be considerably more difficult than handing out positive feedback. This is largely because of their fear over the possible reactions of the recipient and the effect it may have on the relationship. Remember that considered and constructive feedback is a gift, not a punishment.

* Put some thought into the planning stage, going through some questions and making sure you have examples, that you know what outcome you want, what reactions you might get, where and when to give the feedback and so on.
* Avoid universal, generalising words and words that imply a duty; also avoid asking ‘why’, as this might elicit a justification.
* Use your body language to build rapport with the person.
* Be aware of the drawbacks of the feedback sandwich and avoid using it all the time.
* Try to tell the person what they could do instead of an unwanted behaviour, rather than just telling them not to do something.
* Listen to any feedback the other person may have for you and remember that it’s a two-way process.

[More...](http://www.alchemyformanagers.co.uk/topics/G2NgzYe3AWctmedj.html)

8. Difficult feedback

Some feedback can be very difficult to give, particularly if it involves personal habits. However, if other employees have complained to you, and you don’t give the feedback, they will, and they may do it in ways that could lead to claims of harassment or bullying.

* Don’t imagine the worst – beforehand, visualise everything turning out well.
* Seek permission to provide the feedback.
* Give the person a chance to brace themselves for the feedback, but don’t prolong matters with small talk.
* Own the feedback.
* Where possible, attach it to a business issue.
* Ensure that the person understands the consequences.
* Follow up.
* Training does not offer a way out of having the feedback conversation.
* If the problem has cultural and diversity implications, be aware of this and, if necessary, consult HR.

[More...](http://www.alchemyformanagers.co.uk/topics/wYzjbY8C2RmjQvwQ.html)

9. Receiving feedback

Receiving feedback is an extremely important business skill, necessary for your own personal growth, learning and development. If you are unable to take feedback on board, chances are you will not progress as quickly as you might like.

* Assume that the person giving the feedback has a positive intention and they want to help, even if they are not going about it in the best possible way.
* Listen carefully and ask for clarification and examples, where necessary.
* Thank the feedback provider and maintain a positive body language.
* Keep an open mind.
* Remember that you have the right to go away and think about it, and this is the best course of action.

[More...](http://www.alchemyformanagers.co.uk/topics/npj2v4YU3dSdYe4k.html)

10. Seeking out feedback

Make it a habit to seek out feedback every day, so that you can continue to learn, improve and progress.

* Spend time each day thinking about what you could have approached differently to improve the outcome of situations that you did not feel entirely satisfied with.
* Start to become more aware of the behaviour of others around you and what their body language is telling you.
* When considering who to ask, think carefully about where you can get the best quality feedback, but be realistic in your expectations.
* Be aware that some people might want time to think about the feedback that they want to give you.
* If you are a senior person within a company, you may need to find a way to break down the barriers and let your team know that you appreciate feedback.

[More...](http://www.alchemyformanagers.co.uk/topics/TEn5JLf7zUq2w2kX.html)

**Appendix 8 - My Contribution Form**

**My Contribution**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** |  | **Start Date** |  | **Complete at start of year** |
| **Manager** |  | **Review period** |  | **Complete at end of year** |

**Role and Responsibilities**

Capture any major changes to your role/responsibilities since your last review

|  |
| --- |
|  |

**Expectations - Delivery**

You should agree 5 or 6 SMART objectives describing what you will deliver. When reviewing objectives you should consider what you have actually delivered and how well have you met your objectives in this review period. What was the resulting impact on team and organisation goals? Also include any reflections you have had on what you could have done differently. Cut and paste as many objective boxes as you need.

|  |  |  |
| --- | --- | --- |
|  Objective 1What I am going to deliver | Dependencies/Resources required  | What success looks like including time frame |
|  |  |  |
| My contribution and impact – what I have delivered | Manager’s Comments |
|  |  |

|  |  |  |
| --- | --- | --- |
| Objective 2What I am going to deliver | Dependencies/Resources required  | What success looks likeincluding time frame |
|  |  |  |
| My contribution and impact – what I have delivered | Manager’s Comments |
|  |  |

**Expectations - Behaviours**

Describe how you will demonstrate the key behaviours of personal responsibility, personal effectiveness and collaborative working

|  |  |
| --- | --- |
| What I am going to do  | Context/Timeframe |
|  |  |
| What I have done and what impact I have had  | Manager’s Comments |
|  |  |

**Expectations - Development and Growth**

What do you need to do to maintain your skills, keep knowledge and continually improve your practice for your current role or in preparation for a future role?

|  |  |
| --- | --- |
| What I am going to do (e.g. shadow a colleague, volunteer for a project, read an article etc)  | In what way will this help you in your current role or prepare for a future role? |
|  |  |
| What I have done  | Manager’s Comments |
|  |  |

**Continuing Professional Development (CPD)**

Whilst CPD and professional requirements are technically separate processes from the My Contribution cycle, staff members and managers must discuss CPD and professional registration requirements. This is a legal requirement for regulated health professionals and Public Health Wales (as an employer) must additionally ensure these have been completed. Therefore CPD and professional requirements must be discussed and recorded within formal My Contribution reviews.

**Staff Members**

You must indicate in the table below if you belong to any such professional group / job family and confirm what CPD / registration/ revalidation / accreditation you have completed, with which body and the period for which this remains valid.

**Line Managers**

Line managers must ensure that they discuss ongoing CPD/ professional requirements with individuals as part of the annual My Contribution process and that staff members within their line of responsibility have completed CPD / registration/ revalidation / accreditation as required.

**Information**

* Please note that the below table should serve as a record of the conversation having occurred within the My Contribution cycle. It is not a substitute for any formal documentation required by any oversight / professional regulator / governing body.
* Roles / professionals / job families which require ongoing CPD / registration/ revalidation / accreditation will include a range of Registered Health Care professionals, for example those regulated by the Nursing and Midwifery Council (NMC) and Health Care Professions Council (HCPC), Registered Public Health Practitioners and other Chartered professions such as Accountants and HR professionals (this list is not exhaustive).
* Clarification on professional registration and CPD requirements can be obtained from the relevant professional lead within Public Health Wales or by contacting the regulatory and / or professional body. Further details are available from the Organisational Development and Learning Team.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Professional Body / Organisation | Job Family / Professional role | Individual Membership Number | Date of last Registration / Accreditation | Date Re-registration / Accreditation Due |
|  |  |  |  |  |

Useful Links

Nursing and Midwifery Council website: <http://www.nmc.org.uk/>

Health Care Professional Council website: <http://www.hcpc-uk.co.uk/>

Public Health Wales Practitioner Assessment link: <http://www.wales.nhs.uk/sitesplus/888/page/49062>

**My statutory and mandatory training is up to date**

You can check which statutory and mandatory courses you are required to do by following the link <http://howis.wales.nhs.uk/sitesplus/888/page/65681> and you can check your current status with your manager.

|  |  |  |
| --- | --- | --- |
| yes | no | unsure |
|  |  |  |

|  |
| --- |
| I will do the following sessions this year (if required) |
|  |
| I have completed the sessions |
|  |

**Summary of performance**

Considering all of the reflection, feedback and evidence and discussed, and the extent to which you have met expectations, how would you evaluate your overall performance?

|  |  |  |  |
| --- | --- | --- | --- |
| My impact and contribution is above what was expected of the role | My impact and contribution is in line with the expectations of the role | My impact and contribution has fallen short of what was expected of the role | Not applicable / too early to determine |
|  |  |  |  |

**Additional Comments**

|  |
| --- |
|  |

**Actions**:

Please detail here agreed actions following you My Contribution Review and where appropriate build these into next’s year’s expectation and objective setting.

|  |
| --- |
|  |

Your Signature..... Date:..........

Line Manager’s signature Date .............