



Personal Development & Appraisal Scheme

DOCUMENT VERSION CONTROL

Date	Author	Version	Status	Reason for Change
	SEStran	1.0	FINAL	Policy Adopted
Oct 2017	SEStran	1.1	FINAL	Adoption of version control

The success of SEStran is largely dependent on the performance of its employees. To ensure the continuous improvement of services and achievement of best value, every employee needs to be able to contribute to the best of their ability. To do this every employee needs to know what is expected of them in their role, to what extent they are meeting these expectations, receive training to enable them to fully deliver the requirements of the role and be encouraged to develop personally.

SEStran has a corporate Learning and Development Policy which outlines our commitment to the training and development of every employee. SEStran also has Aims, Vision and Objectives for delivery of its statutory functions to plan strategically for regional transport matters across the South East of Scotland.

SEStran's Aim: SEStran aims to develop a transportation system for South East Scotland that will enable business to function effectively, and provide everyone living in the region with improved access to health care, education, public services and employment opportunities.

SEStran's Vision is for a regional transport system that: *"Provides all citizens of South East Scotland with a genuine choice of transport which fulfils their needs and provides travel opportunities for work and leisure on a sustainable basis."*

SEStran's Objectives

- Reducing the number of commuter journeys by single occupancy vehicles within South East Scotland
- Minimising the overall need for travel; especially by car
- Maximising public transport provision and achieving public transport integration and intermodality
- Improving safety for all road and transport users
- Enhancing community life and social inclusion
- Maintaining existing infrastructure to a standard that ensures that it can be fully

This Personal Development and Appraisal Scheme (PDAS) is designed to build on these and ensure that development is seen as a continuous process which is jointly owned by managers and employees and is linked to SEStran priority aims, objectives and vision.

Implementation of the PDAS demonstrates SEStran's commitment to best value and evidence of investment in people management. This in turn contributes to Customer Service Excellence and provides a fair and equitable mechanism of working with our employees as described in our Equal opportunities and Equality and Diversity policies.

The underpinning principles of the PDAS are:

- Every employee is entitled to at least 6 monthly, 1-1 meetings with their manager to discuss past performance and agree what's to be achieved in the future;
- Every employee should have an Achievement and Personal Development Plan which details SMART business objectives, personal development objectives and development activities/requirements
- The scheme is seen as supportive – managers are encouraged to act as coaches and developers of people
- There is joint ownership of the process by both manager and employee.

- The scheme allows employees to gain feedback and praise on their performance and development and assists mutual understanding of priorities, goals and performance standards.

1-1 Meetings

The purpose of 1-1 meetings between the employee and manager is to:

- Review performance over the past 6-12 months, using previous agreed objectives and development plans to identify what went well and not so well;
- Discuss and agree achievement objectives linked to team and SEStran plans and required outcomes;
- Identify job-related training needs;
- Identify any personal development objectives; and
- Formally record the outcomes of the meeting in a Personal Development Plan

The meetings should take place at a time which fits with SEStran service planning cycles and outside normal peaks in workload and this will normally be between December-January and June-July each year.

The style of the recording of the meeting should be formal, but the meeting itself should be informal, collaborative and encouraging, with an emphasis on positive feedback and a focus on what needs to be achieved in the future. A proforma format and record for 1-1 meetings is also included in the Annex.

Personal Development Plan

The outcomes of the 1-1 meeting should be recorded onto a Personal Development Plan. This document will include SMART business objectives, personal development objectives/requirements for the next 6-12 months. These plans should be agreed and signed by the manager and employee. A template plan is contained within the Annex.

Review

Following the production of a reviewed PDP, a review meeting should take place 6 months following the production of the document, with the purpose of:

- Review progress against the PDP
- Allow the manager to provide feedback on performance;
- Allow the manager and employee to discuss what's going well/not so well;
- Where appropriate, revise objectives and timescales in light of any changes or new priorities that have occurred.

Although the achievement and personal development meetings are discrete "formally recorded" events set aside to discuss employee performance. Communication and feedback should be ongoing so that there are no surprises for either the line manager or the employee at the actual 1-1 meetings. Positive and constructive feedback regarding performance should be given as appropriate between meetings and not "saved" for 1-1 or review meetings.

Employee performance issues may be identified through this scheme. Sustained under performance should be managed as per the SEStran Capability policy and procedure.

A copy of the agreed PDP and transcript of each 1-1 meeting should be agreed, signed and saved in the employees file.

Annex – SEStran Personal Development Plan

Annex

SEStran Personal Development Plan

Name:

Job Title:

Plan Period: insert date from/to

Achievement Objectives

OBJECTIVE

TARGET DATE

Personal Development Objectives

OBJECTIVES

TARGET DATE

What do I want/need to learn?

How do I need to develop?

What will I Do to achieve this?

What resources or support will I need?

What will my success criteria be?

Training Plan

TRAINING REQUIRED

TARGET DATE

REVIEW DATE

This is an accurate record of my achievement and personal development plan for the period stated above and has been agreed with my Manager:

Signed (employee)

Date:

Signed (manager)

Date:

Format for 1-1 meetings

Name (employee):

Date:

- 1 What's going well? [Ask individual to consider task, team and individual]
- 2 What's going not so well? [Ask individual to consider task, team and individual]
- 3 Workload [Discuss volume and appropriateness. Specifically ask and discuss whether this causes the individual stress]
- 4 Training and Development [Discuss personal development activities required/desired by the employee for Training Plan]
- 5 Feedback on Performance [with a positive focus on performance against achievement and personal development]
- 6 Agreed Future Actions [For either individual or line manager]

Signed (employee)

Date:

Signed (manager)

Date: