

MANAGEMENT FEEDBACK AND PERFORMANCE REVIEW – POLICY AND GUIDELINES

1.0 INTRODUCTION

- 1.1** All DRH staff have a responsibility to seek and receive performance feedback. Managerial and supervisory staff have a responsibility to ensure that the staff they supervise receive appropriate feedback.
- 1.2 Just as every member of staff is ultimately responsible for their own performance, so we are individually responsible for ensuring that we receive sufficient feedback in order to reach appropriate standards of work performance.
- 1.3** Effective and regular feedback processes are an essential component of good team working. Inadequate feedback is likely to reduce motivation and limit the effectiveness of the work team. Ultimately, inadequate feedback will impact negatively on the quality of support provided to service users
- 1.4** While we all require feedback on our work performance we vary considerably with regard to the detail and frequency of the feedback we wish to receive. Establishing acceptable patterns of feedback is therefore the responsibility of both the individual team-member and their manager/supervisor to negotiate.
- 1.5 This Policy and Guidelines identifies the key characteristics of a constructive performance culture and sets out minimum standards.

2.0 CONSTRUCTIVE PERFORMANCE FEEDBACK

- 2.1 The most valuable kinds of feedback are the informal interactions that take place between team members and their managers and supervisors. It is these interactions on which perceptions of performance will mainly be based.

- 2.2 Feedback should be sought and given in a timely manner: "Feedback delayed is feedback denied". Feedback should be:
- Frequent
 - Accurate
 - Specific
 - Timely
- 2.3 "Timely" feedback may not always need to be immediate. Feedback on performance during an event that raises levels of emotions may be better delayed for a day or two rather than allowing heightened emotions to affect the quality of feedback. Timely feedback is not the same as rushed feedback.
- 2.4 Constructive feedback should strike an appropriate balance between the negative and positive aspects of performance. We all want to hear that our work performance is valued but we may *need* to hear how it may be improved.
- 2.5 Feedback should be respectful. Both parties should ensure that the conditions in which feedback is given are appropriate e.g. to ensure privacy and confidentiality.
- 2.6 "Feedback is where you find it" – all staff need to be receptive to the informal, daily feedback which is available to them in the workplace. Most feedback will not be given in formal, structured "one to one" sessions.

3.0 PERIODIC SEMI-STRUCTURED FEEDBACK

- 3.1.** In addition to frequent, informal feedback, every team member is *entitled* to 4 confidential, one-to-one feedback sessions with their manager in each 12 month period. In principle, some distinction needs to be made between Practice Supervision and Management Feedback although some overlap of content is sometimes inevitable.
- 3.2** The responsibility for arranging an individual Management Feedback session rests primarily with the team member concerned but overall responsibility for the implementation of this policy rests with the Home Manager
- 3.3** The duration of feedback sessions will be determined by mutual agreement but will not normally *exceed* 1 hour.

3.4 The main objective for quarterly feedback sessions is to identify any obstacles within the work setting which may prevent the team member from performing effectively and to agree ways of tackling those obstacles e.g. :

- Skill/knowledge development needs
- Team dynamics
- Weaknesses in systems and processes
- Lack of clarity in support plans
- Work allocation.

3.3 Feedback sessions are not normally the appropriate forum for addressing specific and problematic performance issues. These should be raised when the issues are first identified and, if necessary, in a separate meeting.

4.0. RECORDING AND MONITORING FEEDBACK

4.1 Team members and managers/supervisors will maintain a record of the dates when semi-structured feedback sessions have been held.

4.2 All team members will be required to complete a Feedback/Supervision Annual Return (F/SAR),. Staff will be asked to confirm whether or not regular managerial/supervisory feedback has been available to them in the previous 12 months. The F/SAR will also ask team members to indicate whether feedback has been useful to them.
(Appendix 1)

5.0 POLICY IMPLEMENTATION & MONITORING

5.1 All DRH staff have a responsibility to ensure that appropriate feedback on their work performance is received.

5.2 All managerial and supervisory staff have a responsibility to ensure that the staff they supervise receive regular and constructive feedback.

5.3 All staff will responsible for completing a Feedback/Supervision Confirmation Return, annually and Home Managers/Team Leaders. Copies of completed returns should be

5.4 Home Mangers/Team Leaders will be asked to account for any Returns that do **not** confirm that regular feedback was available to an individual team member.



MANAGEMENT FEEDBACK AND PERFORMANCE REVIEW - ANNUAL RETURN

NAME:

HOME:

I confirm that in the previous 12 months I have received regular and constructive Management Feedback	Signature	Date
I confirm that in the previous 12 months I have received regular and constructive Practice Supervision	Signature	Date

OR

I am unable to confirm that I have received regular and constructive management feedback/practice supervision and I have discussed my concerns with my manager.

Signed..... Date.....