



STAFF CHECK-IN POLICY

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1. Introduction

ng homes values its staff and wants them to be happy and proud to work for the Association. Staff who feel this way are more motivated, interested and likely to take responsibility and share ownership for contributing to ng homes' aims and objectives and corporate and social responsibilities.

The Association has developed a new approach called staff 'Check-in' as a replacement for the previous staff appraisal policy. For the purposes of this policy and in practice, ng homes will refer to 'appraisals' as a staff 'Check-in', to reflect the change and purpose of our continuous approach to evaluating performance and develop strong working relationships between managers and staff through regular open two-way dialogue.

ng homes is therefore committed to engaging staff and involving them in decision making. We aim to create a culture in which the Association's values are embedded. The values are as follows:

- We are a quality organisation delivering excellence
- We act with integrity
- We are friendly and treat people with respect
- We are customer focused and put the customer first
- We are trusted and trusting
- We are accountable

By ensuring the values are adhered to, the following behaviours should be encouraged, recognised, developed and rewarded:

- Demonstrating initiative for improving the service to customers, or internal processes.
- Taking responsibility for identifying and resolving problems and issues, which prevent the Association from delivering good service to customers or to each other.
- Demonstrating teamwork – within and across teams – through working together and supporting the overall goals of the Association.
- Delivering excellent customer service – through responding promptly and courteously to internal and external customer requests, anticipating and exceeding customer's expectations.
- Continuously seeking improvement to what we do.

Staff have been consulted and have been actively involved in the development and introduction of the Check-in process.

2. Purpose

The main purpose of Check-in is to assist with staff personal development, build strong working relationships, improve performance and achieve ng homes' objectives, through the maximisation of individual staff and team potential. Check-in will support staff growth and development and enable the Association to harness the skills and talents of all our people.

Check-in will also focus on supporting staff health and wellbeing.

It is also recognised that a review of individual and team achievements can improve performance through:

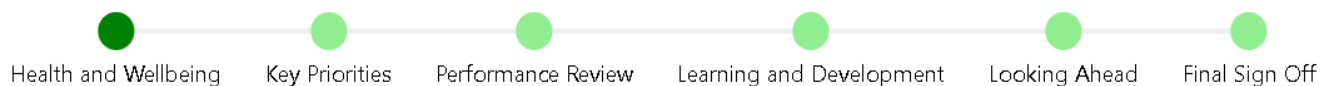
- Clarification of the employee's job function and role in the team
- Reinforcing a positive and professional attitude to our work
- Identification of training needs
- Identification of support needs
- Giving future direction to staff through the identification of agreed key priorities
- Building strong relationships between the staff member and manager
- Taking time out formally to let staff know how valuable they are to the Association
- Providing an opportunity for staff to contribute to the Association's development

The staff member and their manager will agree how the staff member will be able to contribute to the continuous improvement of the Association and the services provided over the coming year. They will also agree what support is required from managers. Training/support will be provided/offered to enable staff to perform their job to the best of their ability.

The Check-in will take a 'continuous feedback' approach. The process will be flexible, both in terms of timing and approach, to allow the member of staff and their manager to be empowered to fully participate in these ongoing conversations. The staff member and manager will therefore meet as frequently as required for Check-ins, but as a minimum, this should take place on a quarterly basis.

3. Principles

The aim of the Check-in is to achieve mutual assessment and agreement on the staff member's contribution, targets, training and development needs as a continuous process. This will be achieved through a focus on five key elements: health and wellbeing, key priorities, performance review, learning and development and looking ahead.



Health and Wellbeing

The Check-in will place an emphasis on discussions surrounding general mental and physical health and wellbeing and allow staff to view this, alongside performance related matters, as an equally important matter for discussion. Therefore, health and wellbeing is a mandatory element of the Check-in.

In turn, the Check-in will enable any matters arising to be discussed in an open, non-judgemental, and confidential manner and facilitate the right support to be arranged where appropriate. The discussion for this section can range from matters such as workload, general support, working environment, teamwork, organisational culture and general health (physical and mental).

The objective of the Check-in is to achieve a mutual assessment of performance and mutual agreement on the way forward and, in turn, to build strong relationships between staff and managers. The aim is to reach a consensus in all areas during the Check-in. Best results will be achieved if the member of staff regularly details or reflects on their progress, achievements, and thoughts ahead of their Check-in. Staff are therefore given an opportunity to note what they feel they have achieved towards their key priorities and performance, and where they may need some further training and/or direction. This will form the basis of the Check-in discussions.

The initial Check-in will normally take place in quarter one (April to June) each year or within the first three months of employment for any new starts. This will allow objectives and training and

development aspirations to be established. The Check-ins will be held as frequently as required, dependent on individual needs, but as a minimum on a quarterly basis.

Managers will not view Check-ins as a mechanism to admonish or reward staff.

Prior to any Check-in, the staff member and their manager will have taken enough time to prepare and review any updates. The Check-in should take place somewhere free from interruptions, relaxed and informal to encourage frank and open discussions (in person or remotely).

The Check-in will assess achievements and look at the staff member's contribution from an overall perspective as well as the day-to-day details. Each Check-in will allow the opportunity for key priorities, performance and training needs to be discussed and reviewed as applicable.

Any documentation relating to the Check-in will be treated confidentially. Check-in information will therefore be kept securely on the Association's HR system (CIPHR) and only the member of staff, their manager and HR will have access (in the case of the CEO, the Chairperson and Vice Chairperson as the appraisers will have access). When a member of staff leaves our employment, personal information will be destroyed in line with retention periods.

4. Process

4.1 Key Considerations for Check-ins

Check-ins will be effective if staff and their manager are committed to the following principles:

- Clear commitment by both parties
- Knowledge and understanding of the process
- A positive and trusting climate of relationships
- A supportive approach
- Clear explanation and agreement of the five key principles
- High level of participation
- A joint problem-solving approach
- Effective follow up

All staff will take part in Check-ins, the manager participating must have direct influence over the staff member's daily duties and be capable of implementing most recommendations arising from the process. Where possible the direct line manager will be the individual supporting at the Check-in. The Chairperson and Vice Chairperson carry out the CEO's Check-in, supported by an external consultant where required. The CEO's Check-in may be recorded in an alternative format, for example a paper copy for ease of access.

Where a line manager feels a member of staff's contribution has been particularly exceptional, they will take responsibility for highlighting this to the appropriate Director.

The process for recording Check-ins will be accessible to all staff (see Appendix Two) and will be recorded in the HR system. At the heart of the Check-in however is the quality and frequency of the discussions, goal setting, and focus on personal/professional development and the system enables a means of documenting a summary of these conversations.

4.2 First Check-in

The first Check-in of the year will take place in quarter one (April to June) and can be carried out in person or remotely. The staff member will be given sufficient notice of the date of the first Check-in and further Check-ins will be agreed and diarised at the end of each Check-in thereafter. Staff will be given sufficient time during working hours to prepare for their planned Check-in and will use their day to day tasks to contribute towards achieving their key priorities and development goals.

The member of staff and manager will meet and discuss the comments they have prepared in each of the each sections: health and wellbeing, key priorities, performance review, learning and development and looking ahead. Job descriptions can be utilised at Check-ins as they set out the key roles and responsibilities of each post which in turn can be shaped into key priorities

The member of staff and manager will diarise their next Check-in, which as a minimum will take place each quarter.

Key Priorities

Key priorities will be specific to each member of staff and their current role. They may relate to a specific element of the staff member's role which they want to focus on developing; can be in line

with a specific KPI or may link to an overall team objective which their day to day task contributes to. Key priorities should be specific and have realistic target dates for completion whilst also having scope to add, change or amend these as the member of staff and manager see fit.

Before any follow up Check-ins, the member of staff will work towards achieving their key priorities as detailed in the 'looking ahead' section of their previous Check-in and in turn make a positive contribution to the work and culture of the Association. This will form the basis of the follow up Check-ins where the mutually agreed priorities will be discussed and reflected on against their performance, with agreed timescales for their next Check-in.

4.3 Progress Between Check-ins

It is the staff member's responsibility to work towards their agreed objectives and their training and development needs in the period between Check-ins. Staff should not wait until just before their next Check-in to make progress and the process should enable them to work towards their key priorities through their day to day tasks and responsibilities. Should a staff member wish to raise any concerns or request additional support they should do so as soon as practicable and not wait until their next Check-in.

The process is flexible and staff can document their progress and reflections in between Check-ins in a way which is beneficial to them.

4.4 Follow up Check-ins

The staff member and manager will meet for their follow up Check-in and will take part in a two-way feedback discussion. The member of staff will comment on what progress has/has not been made in relation to their key priorities and will advise their manager of any further support they may require, either from their manager or through another means such as training or support from another department or colleague for example. The manager will also provide feedback in terms of the staff's progress. From this discussion, the member of staff and manager may agree to make amendments dependent on business needs and priorities throughout the year.

The staff member and manager will each agree their comments and submit these sections, before submitting the final sign off section, at which point, no further changes can be made.

The staff member and their manager will diarise their next Check-in, which as a minimum will take place each quarter.

5. Compliance Audit / Reporting

HR will carry out a compliance audit on a quarterly basis and will implement the appropriate action dependent on the findings. The aim is to support full compliance with the policy and maximise the benefit to the organisation and the staff members.

The information gathered from the audit will be presented in a report format to the Staffing Sub-Committee twice a year.

6. Other Related Policies

- Code of Conduct for Staff
- Data Protection Policy
- Dignity at Work
- Equality and Diversity Policy
- Flexible Working Policy
- Home Working Policy
- Hybrid Working Policy
- Learning Development and Further Education Policy
- Stress and Mental Wellbeing at Work Policy
- Terms and Conditions of Employment
- Health, Safety and Wellbeing Policy?

7. UK General Data Protection Regulation 2021

The ng group will treat your personal data in line with our obligations under the UK General Data Protection Regulation 2021 (UK GDPR) and our own Data Protection Policy. Information regarding

how your data will be used and the basis for processing your data is provided in our Fair Processing Notice.

8. Policy Review

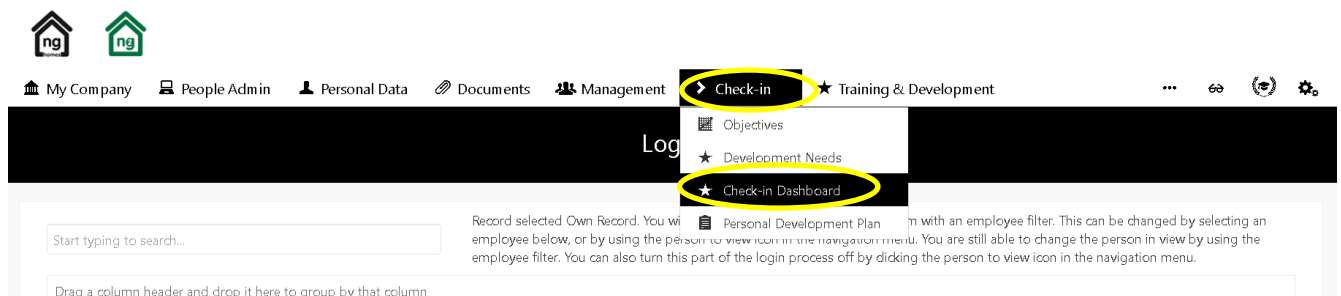
This policy will be reviewed every three years or earlier in line with changes in the workplace or good practice guidelines.

9. Equality Impact Assessment

This policy is equally applicable to all and has no detrimental impact on protected characteristic groups as specified within the Equality Act 2010.

Appendix One – Check-in Process

- Access the Check-in Dashboard by clicking Check-in > Check-in Dashboard > Check-in



- Click 'check-in'



Summary **Check-in** Objectives Development Needs Skills

Check-in

Dashboard Summary

Next Review Date: 21/Feb/2024

4 objectives to be completed by 31/Mar/2023.

You have gained 0 Reward Points in the last 1 month.

You have acquired 0 new skills in the last 1 month.

You have completed 0 new development needs in the last 1 month.

Latest Sections

Health and Wellbeing



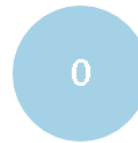
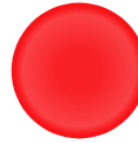
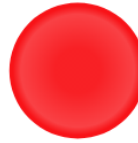
Since Last Review

Objectives

Development Needs

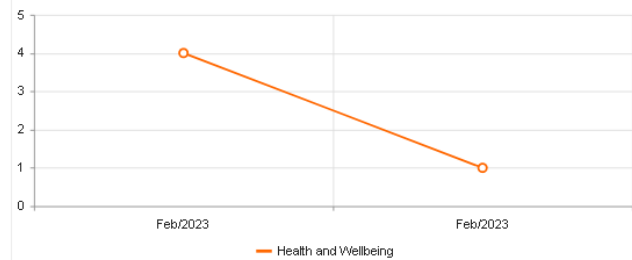
Skills Gained

Reward Points



Sections History

History



- Click 'insert new record'
- Description – type 'Check-in Quarter 1/2/3/4'
- Review Type – select 'Check-in'
- Click 'submit'
- Click 'view'



Check-in

My Company

People Admin

Personal Data

Documents

Management

Check-in

Training & Development



Olivia Friary
HR Officer
Corporate Services

Check-in Dashboard

Description:

Review Date:

Review Type:

Next Review Date:

Employee

Employee:

Employee Form:

Manager

Manager:

Manager Form:

This will generate an email to yourself and your manager to advise that a check-in has started.

Each of the five sections can be submitted as you complete which will turn the red icon for that section to green.

Employee and Manager comments can easily be switched between by the bottom right icon.

1. Health and Wellbeing

Employee section

Description

Health and Wellbeing Key Priorities Performance Review Learning and Development Looking Ahead Final Sign Off

Reflect on your health and wellbeing over the past quarter

How has your health and wellbeing been over the past quarter? This can be work and/or personal.

How would you rate your health and wellbeing over the past quarter? (with 1 being poor and 5 being excellent)

1 2 3 4 5

Is there anything specific your line manager could assist you with?

Dashboard✓ Submit SectionDeletePrint ReviewView Manager Comments

Manager section

Description



Look at signposting and support

Summarise the discussion you have had and detail any support that has been identified.

Dashboard

Submit Section

Delete

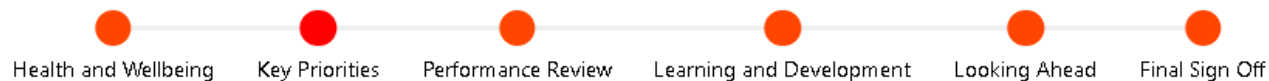
Print Review

View Employee Comments

2.Key Priorities

Employee section

Description



Reflect on what your time has been focused on over the past quarter

What have you been working on? Please include day-to-day tasks, projects, KPIs etc.

Dashboard

Submit Section

Delete

Print Review

View Manager Comments

Manager section

Description



Look at progress of key priorities

Comment on the progress made in relation to day-to-day tasks, projects and KPIs completed in this quarter.

Dashboard

Submit Section

Delete

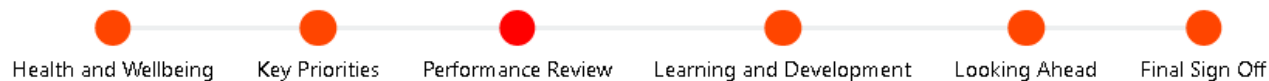
Print Review

View Employee Comments

3. Performance Review

Employee section

Description



Reflect on your overall performance over the past quarter

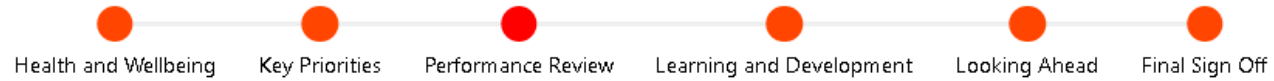
How would you describe your overall performance this quarter?

Please provide any additional information as necessary (including any successes/developments in performance as well as any barriers):

[Dashboard](#) [✓ Submit Section](#) [Delete](#) [Print Review](#) [View Manager Comments](#)

Manager section

Description



Look at performance

Comment on their performance over the past quarter and any successes and/or areas of improvement.

Dashboard

Submit Section

Delete

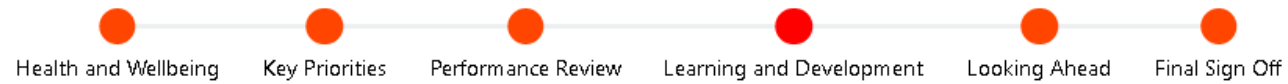
Print Review

View Employee Comments

4. Learning and Development

Employee section

Description Check-in Quarter 1



Reflect on your development needs

Summarise the training/development you have undertaken over the past quarter (internal and external):

Is there any specific training/development you want to undertake over the coming quarter (internal and external)?

Dashboard

Submit Section

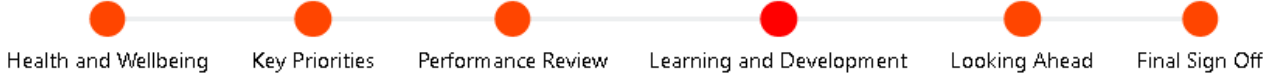
Delete

Print Review

View Manager Comments

Manager section

Description



Look at training and development

List any specific training/development opportunities that may be of benefit in the coming quarter:

[Dashboard](#) [Submit Section](#) [Delete](#) [Print Review](#) [View Employee Comments](#)

5.Looking Ahead

Employee section

Description

● Health and Wellbeing ● Key Priorities ● Performance Review ● Learning and Development ● Looking Ahead ● Final Sign Off

Plan for the next quarter

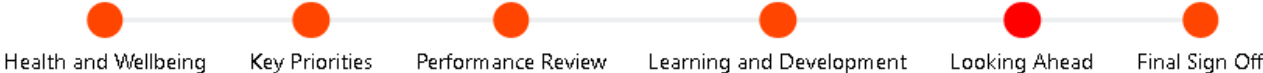
What are your priorities over the coming quarter? (be specific with day-to-day tasks and projects that are a priority)

Do you require any training and/or support to achieve these upcoming priorities?

[Dashboard](#) [✓ Submit Section](#) [Delete](#) [Print Review](#) [View Manager Comments](#)

Manager section

Description



Look at the next quarter

What do you see as the priorities over the coming quarter?
(be specific with day-to-day tasks, projects and KPIs)

Is there any additional training and/or support required to achieve these priorities?

[Dashboard](#) [Submit Section](#) [Delete](#) [Print Review](#) [View Employee Comments](#)

6. Final Sign Off

Employee and Manager section

Description

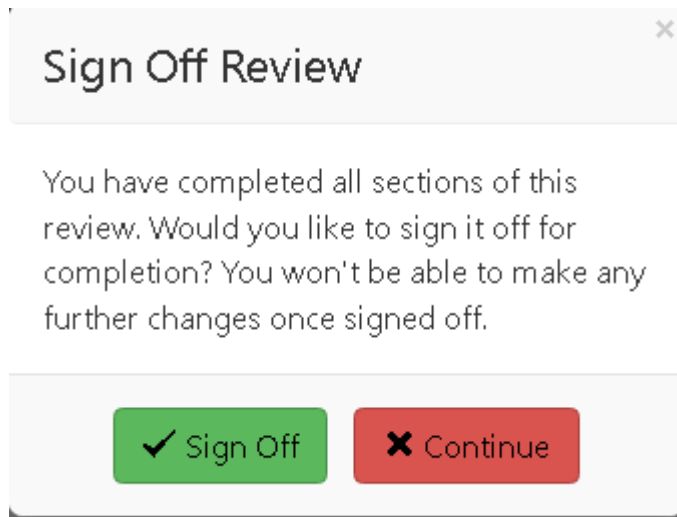
Health and Wellbeing Key Priorities Performance Review Learning and Development Looking Ahead Final Sign Off

Review and submit your responses

Date of next check-in

[Dashboard](#) [Submit Section](#) [Delete](#) [Print Review](#) [View Employee Comments](#)

- When you each submit the last section you will receive this prompt which will lock in your submission
- Click 'sign off' to lock in your responses.



- Your check-in will now appear complete



Check-in Guidance



Health and Wellbeing



Key Priorities



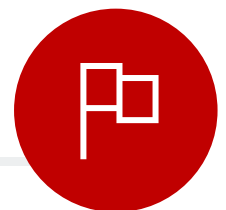
Performance Review



Learning and Development



Looking Ahead



Final Sign Off

Health and Wellbeing



Employee

- Staff should reflect on their current health and wellbeing and any factors affecting this.
- These considerations can be work and/or personal and include matters such as:
 - Workload
 - General support
 - Working environment
 - Teamwork
 - Organisational culture
 - General health (physical and mental)
- Scoring health and wellbeing at each check-in should enable staff to personally monitor this and identify any patterns in good/poorer health and wellbeing scores. This is with the aim of making it easier to communicate and seek support where required.



Manager

- Managers should reflect on the comments and scoring made and support accordingly.
- Managers should reinforce the confidentiality of this area and that it is a safe space to share any concerns.
- Support will be dependent on what has been discussed and may include:
 - Signposting to the relevant agency, such as the Simplyhealth counselling service
 - Implementing workplace changes such as modifying the workstation, increased communication on areas identified as a problem.
- Discuss changes in health and wellbeing scores and provide support where appropriate.

Key Priorities



Employee

- Staff should reflect on what they have been working on over the quarter.
- For this to be effective, it would be beneficial for staff to do this in advance (either directly into this section of CIPHR or prepared elsewhere and brought along to the Check-in).
- This section should cover all aspects of work including:
 - Day-to-day tasks
 - Reactive works/emergencies
 - Projects
 - KPIs
- By reflecting on this, it should assist and link to any concerns regarding communication/support and workload discussed in the health and wellbeing section. It should also assist and feed into both the performance review and learning and development sections as it forms the basis of what has been completed in the period.



Manager

- Managers should use this section to make comments on the completion and progress of day-to-day tasks, reactive works/emergencies, projects and KPIs.
- Managers may want to make comments on whether what has been focused on over the period is in line with the expectations and timeframes identified. If there are any discrepancies or omissions from the staff's section this should be covered by the manager.
- The manager should communicate any areas they require the member of staff to focus on that have been missed in the quarter.

Performance Review



Employee

- Now that staff have reflected on what they have been focusing on, they should evaluate how their performance has been whilst carrying out these tasks.
- An indicator on how effective the performance was over the period may include considerations such as:
 - KPIS being met
 - Projects/tasks being completed in a timely manner
 - Feedback from peers/managers and/or customers (positive or negative)
 - Any barriers, setbacks or challenges that occurred and how these were overcome
 - Any developments in skills and experience over the period



Manager

- Managers should use this section to detail their feedback on performance and consider the staff members comments on this.
- Managers may agree with the performance assessment made by the member of staff, or they may disagree and set out what they expect in terms of an improvement for the next quarter.
- Feedback will be constructive, and managers should be specific in the successes and areas for improvement in performance by the member of staff over the period.
- Managers should review performance alongside the other Check-in sections as this could highlight competing priorities and mitigating factors.

Learning and Development



Employee

- This section should detail both what training and development has been undertaken in the previous quarter, as well as what will be undertaken in the coming quarter.
- Staff should consider their personal and professional development and discuss any relevant opportunities.
- Any support and feedback that is required as a result of training and development should be discussed in this area of the Check-in.



Manager

- The manager should fully explore any training and development opportunities together with the member of staff. Any relevant options should be progressed through the usual channels for booking training and further education.
- Any support or feedback identified by the member of staff should be discussed and actioned at the Check-in.
- The manager should also highlight any relevant courses or learning opportunities they have come across which may be suitable for the member of staff, to encourage a learning culture.

Looking Ahead



Employee

- The last section should be used to detail what is anticipated for the upcoming quarter.
- Specifically, the upcoming priorities should be forecasted in terms of:
 - KPIs
 - day-to-day tasks
 - projects
 - any other relevant tasks
- Any training and/or support required to focus on these priorities should be considered so that suitable measures can be put in place and evaluated at the next Check-in.



Manager

- The manager should note any specific areas of focus over the coming quarter, if they differ from what has been identified by the member of staff.
- The manager should facilitate any training and support required.
- The manager should reinforce any action points discussed earlier in the Check-in and ensure these are clear.

Final Sign Off



Employee

- Once all areas of the Check-in have been reviewed and the next Check-in can be scheduled, the form can be submitted.

Manager

- Once all areas of the Check-in have been reviewed and the next Check-in can be scheduled, the form can be submitted.





HEALTH AND
WELLBEING



KEY PRIORITIES



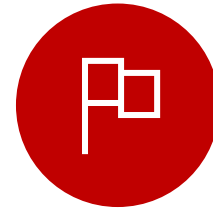
PERFORMANCE
REVIEW



LEARNING AND
DEVELOPMENT



LOOKING
AHEAD



FINAL SIGN OFF