

Appraisal and Job Planning Guidance for Community Dentists in Northern Ireland

The Appraisal and Job Planning process will be aligned to form a *single* process with two stages, carried out annually.

Stage 1- Looking back, provides an opportunity for both parties to review the objectives set as part of the previous appraisal and carryout a job plan review.

Stage 2- Looking forward, provides an opportunity to develop a new job plan and a personal development plan for the coming year.

The process will be fair, transparent and as straightforward as possible to ensure the process is not onerous. The appraisal process does not replace the need for employees to receive regular feedback concerning individual performance.

The Appraisal and Job Planning process will allow all parties to use the regionally agreed appraisal and job planning framework which will be applied consistently across the HSC.

Job Plan

A job plan should be a prospective agreement that sets out a dentist's responsibilities for the following year.

A job plan should cover all aspects of the dentist's role including clinical work, teaching, training, audit, continuous professional development, research, financial and /or managerial responsibilities and other duties and activities within the wider HSC, where appropriate.

Successful job planning requires a partnership approach. Job plans should be drawn up and agreed between Dentists and their clinical manager. The Dentist should be responsible for making every reasonable effort to work to the agreed job plan and the employer for making every reasonable effort to provide the necessary supporting resources including administrative/ICT support and/or equipment. The Medical Director of the relevant HSC

organisation should ensure that all Community Dentists covered by this guidance have agreed job plans.

Schedule of Commitments and Location

The Dentist should use the job planning process to agree how and when the full range of commitments (including non HSC commitments) covered by the job plan should be delivered. This will be achieved through the use of a weekly timetable. The location(s) from which the commitments in the job plan will be carried out should be clearly stipulated.

Job Reviews

A job plan review should take place annually within the agreed local timetable. Normally such reviews will take place during the annual appraisal meeting. Dentists and employers should make every possible effort to agree the job plan. However where the circumstances arise where there has been a failure to agree the job plan, the parties should follow the existing procedures within the Terms and Conditions of Service for Community Dentists for resolving differences.

Appraisal

The agreed competency framework for Northern Ireland will be used to review performance and will form part of pay progression.

The aims and objectives of the appraisal are to enable both the employer and employee to:

- Regularly review the dentist's work and performance.
- Optimise the skills and resources to achieve the needs of the organisation.
- Evaluate the dentist's contribution to patient safety, care and experience.
- Set out Continuous Professional Development (CPD) requirements, incorporating any organisational objectives and to agree a plan, including resources, in order for these to be met.
- Identify any personal, organisational or environmental constraints which might affect the delivery of the agreed job plan and objectives.

- Provide an opportunity for the dentist to discuss and seek support for their participation in the wider HSC and professional activities.
- Discuss development requirements for the forthcoming year and agree the level of support available.

Appraisal /Job Planning Meetings

The effectiveness of the job planning meeting relies on consensus and cooperation and behaviour which is open and honest and encourages two way communication. It also requires active participation of both the manager and the dentist. The process is a joint process and requires the manager to listen and seek to understand the information that is being presented by the dentist and vice versa. Open debate and analysis of information with a view to developing a shared understanding of the organisational context, clinical needs and personal development is essential.