



ABILITY · EQUALITY · INDEPENDENCE

Performance Management Policy & Procedure



Content

- Understanding performance management
- Performance management cycle
- Probationary periods
- One to one and annual reflections
- Poor performance and capability



Objectives

- To understand your role as a manager in performance management
- To feel confident in addressing performance issues
- To understand organisational processes
- Develop skills and understanding to help you manage performance

Understanding Performance Management



BREAKOUT EXERCISE



Group 1 – What is performance management?

Group 2 – What are the benefits of effective performance management?

Group 3 – How does performance management link to Grace Eyre values and organisational goals?

Performance Management Cycle



Probationary Periods



The purpose of probationary periods



Trial period for new employee



Allows you and employee to assess suitability



Increases chance of success in job



Easier to tackle problems when they arise



Overview of process and timeframes

Group questions



What are the line managers responsibilities?

What are the employee's responsibility?

What are the challenges you have faced during probation?

Probation form



Requires planning

- agree the programme with the employee
- When / where
- Regularity
- Pre meeting preparation

As managers, you need to be clear on

- clear job outputs
- required standards of performance
- measures against which employee assessed
- development activities
- required standards of behaviour

Dos and Don'ts of Probation Meetings

Do

- ✓ Be clear and precise when discussing problem areas, providing examples
- ✓ Give prompt feedback
- ✓ Establish reason for performance problems
- ✓ Focus on successes and failures
- ✓ Be tolerant of mistakes
- ✓ Deliver criticism constructively
- ✓ Encourage employee to raise concerns or suggestions
- ✓ Listen
- ✓ Set aside time to support employee

Don't

- ✗ Automatically blame employee for mistakes/lapses in performance
- ✗ Assume unsatisfactory performance is within employee's control
- ✗ Postpone or cancel progress meetings unless unavoidable
- ✗ Allow interruptions
- ✗ Allow your biases to influence assessment
- ✗ Expect perfection

Extending Probation

Extension of probationary period may be appropriate where:

- performance unsatisfactory
- employee/manager absent during probation for extended period

Extension to probation		
Manager to discuss	Manager Comments	Employee Comments
The length of the extension and the date on which the extended period of probation will end		
The reason(s) for the extension and, if the reason is unsatisfactory performance, details of how and why performance has fallen short of the required standard		
The performance standards or objectives that the employee is required to achieve by the end of the extended period of probation		
Support, for example further training, that will be provided during the extended period of probation		
If the required standards are not met by the end of the extended period of probation, employment will be terminated.		
Please send this document to the HR department who will confirm the extension in writing.		
Manager Signature:	Employee Signature:	

Unsuccessful probation

If performance unsatisfactory and further support will not help, terminate employment

Unsatisfactory performance is a fair reason for dismissal

Usually wait until end of probationary period

Consider any alternative roles

The right to unfair dismissal 2 years so employee dismissed at end of probation unlikely to be able to claim unfair dismissal

Employees protected against discrimination from day 1

One to Ones



One to ones

Meeting Details

Date of 1-2-1 Meeting

Period under review

Welcome

How are you? Staff relationships and team building comments or issues. Communication. Annual leave and TOIL.

Welcoming
Everyone invited



Encouraging

Feedback from manager. Direction and redirection. Discuss any challenges and work together to build solutions. Accountability and responsibility.

Encouraging
In it together



Pioneering

Personal development. Career pathways. Essential training. New ideas. New skills. Aspirations. Goals. Growth mindset.

Pioneering
Aiming high



Joyful

What has brought you or others joy?

Joyful
Having fun



Celebratory

What are we celebrating? Good news stories. Successes. Achievements.

Celebratory
Sharing success



Objectives

Review of ongoing objectives

Discuss actions & SMART objectives from last one to one meeting. Were they achieved? To what standard? What progress has been made? General discussion.

Objective	Review / updates / progress

Looking forward – New objectives

What's next. New challenges / actions. SMART Objectives. Training Modules

Timeframe / date by

Purpose

- reflect on how things are going
- review previous meeting notes
- review work, objectives and priorities.
- share examples of successes
- review performance and practice and identify any areas for improvement
- review challenges you might face
- review any under performance and put in place plans to address it
- discuss continuous learning and development
- review your training master and essential training
- talk about any new ideas you may have.
- share information and debrief
- talk about wellbeing and ensure you are booking regular annual leave.
- discuss any sickness or other absence since the last meeting.

Annual Reflection

Reflection over the past 12 months

What are your top 3 achievements of the year?

How has the work you have completed during the last year changed the lives of the people Grace Eyre supports?



BREAKOUT EXERCISE



What are 5 things you could do to make you one to ones more effective?

Poor Performance and Capability



Process

1. Informal meeting

- take no further action;
- refer the matter for investigation under the disciplinary procedure; or
- issue guidance to you on what you need to do to improve your performance.

2. Performance improvement meeting

- Take no further action
- a decision to refer the matter for investigation under the disciplinary procedure; or
- Implement PIP

3. Formal Hearing

- take no further action;
- refer the matter for investigation under the disciplinary procedure;
- institute another performance improvement programme; or
- issue a formal warning

4. Formal hearing

- a decision to take no further action;
- the issuing of another performance management warning;
- an offer to redeploy the employee to alternative work; or
- a decision to dismiss the employee

Identifying and addressing poor performance

- Importance of early intervention
- Difference between poor performance and conduct
- Communication methods for feedback
- What the employee needs to understand
- Consistency
- Preparation
- If feedback doesn't work

Strategies for Constructive Feedback

S

Situation

B

Behaviour

I

Impact

Breakout

S

Situation

During a one to one support session

B

Behaviour

You consistently demonstrated excellent communication skills by actively listening to the persons needs and concerns, and responding with empathy and understanding.

I

Impact

Your empathetic approach helped the person feel heard and supported, leading to increased trust and cooperation during the session. This ultimately contributed to a more positive and effective outcome in meeting the client's needs.

Development and Training



- Importance of Continuous Learning
- Identifying Training Needs
- Creating a Development Plan
- Encouraging a Learning Culture

Recognition



- Acknowledging and celebrating successes
- Types of employee recognition
- Building positive work environment

Documentation



- Keep consistent and accurate records
- Keep key documents and communications
- Share documents with employee for their records
- Keep documents confidential

Documentation – Best Practice

Be Specific

Use Objective
Criteria

Balance
Feedback

Timeliness

Regular Check-
ins

Focus on
Behavior

Provide
Context

Seek Feedback

Set Clear
Expectations

Document
Progress

Encourage
Self-Reflection

Use a
Structured
Format



Resources

- Managers guide on website
- S:drive forms and templates
- Policies and procedures on website
- Employee Handbook on website
- Early intervention ask for HR support

Questions?



After session

- Create email with resources and links
- Feedback form
- Requests for additional training? Specific topics to be added? More detail in any area?