



PERFORMANCE MANAGEMENT POLICY

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Introduction

We recognise that the success of our services is dependent upon the effectiveness of our employees. Our aim through this policy is to help and encourage all employees to achieve and maintain effective work standards and resolve situations which relate specifically to the lack of capability of an employee to perform work that they are employed to do.

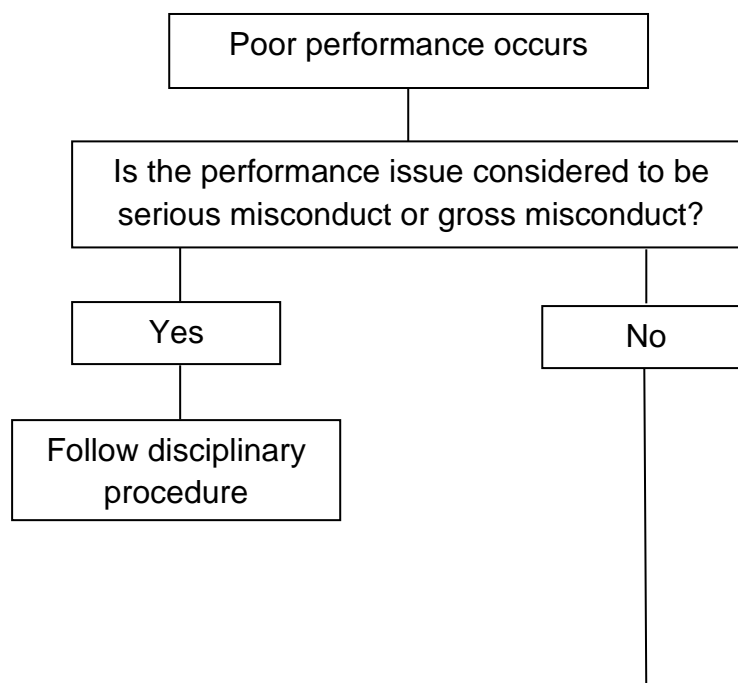
Purpose

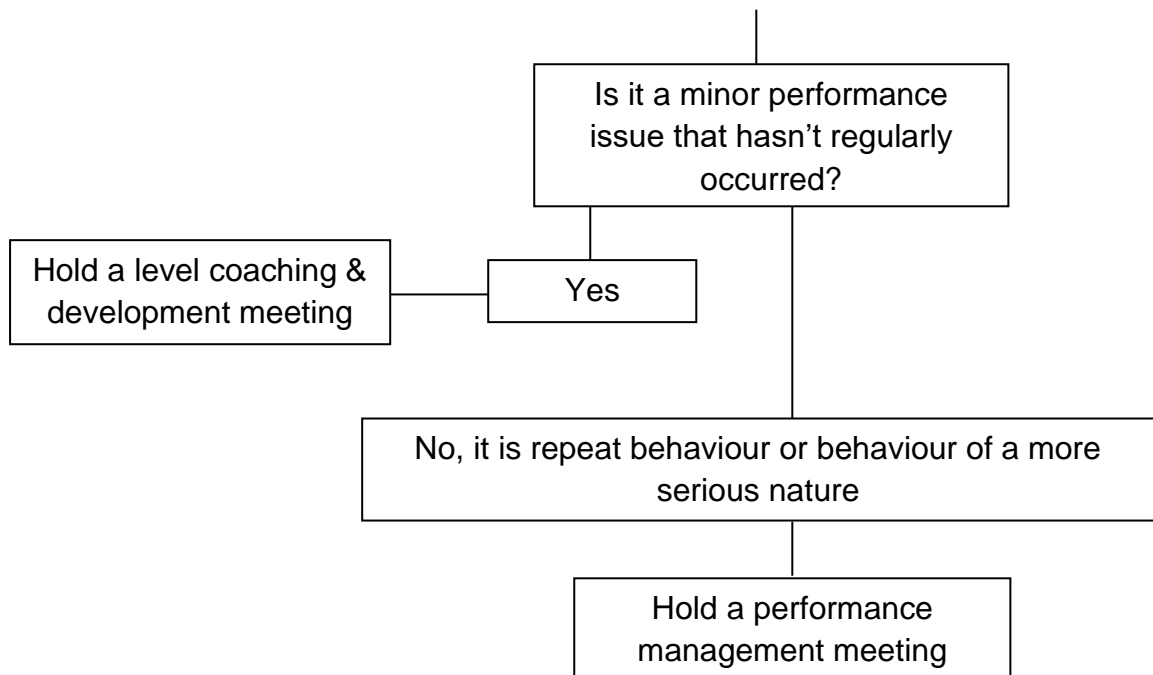
The purpose of this policy is to:

- Assist and encourage all employees to achieve and maintain effective standards of job performance
- Provide managers with a values based framework and guidance to improve the performance of employees without the need to escalate to more formal disciplinary processes.
- Ensure consistent and fair treatment for all employees who experience difficulties in performing their work duties to a satisfactory standard
- Identify and implement mechanisms to enable the employee to reach the required standard of performance.

The procedure

When performance or poor attendance is considered by the line manager to be below acceptable standards, they should consider what the best course of action is to take.





Coaching & Development Meeting

The purpose of a coaching & development meeting is:

- To investigate the facts and circumstances of the under-performance in an open and exploratory manner (under-performance can include poor attendance)
- To state the problem(s) and provide the evidence to support this
- To give the opportunity for the employee to respond to the issue(s) raised
- To identify the impact or potential impact of the performance issue(s) on JRH Support's reputation and/or on service users
- To state the expectations i.e. what acceptable performance should look like
- To identify the support, training and other resources needed to ensure the employee achieves the required standards
- To set a reasonable timescale over which performance will be monitored for improvement.

Coaching & development meetings should take place as soon as possible after an issue has been identified, and should be held in a private area.

The meeting should be direct and only the identified performance issues should be discussed at the meeting.

The coaching & development meeting form should be completed during the meeting and signed by both parties.

The tone of the meeting should be serious.

meetings are for minor performance issues that haven't occurred regularly. These should be completed by the employee's line manager.

Examples:

- Lateness
- Not completing written records
- Poor absence reporting

Performance Management Meeting

Meetings are for more serious issues or for behaviour that is recurring. These should be completed by Service Managers.

Examples:

- Non reporting of safeguarding issues
- Poor practice
- Serious health & safety issues

Continued Poor Performance

For continued performance issues or issues of a more serious nature, a disciplinary hearing will be required (see Disciplinary Procedures in Employee handbook)

Our third party employment law advisors can be consulted for ongoing advice.

Paul Battershall
General Manager