



Performance Management Policy

1. Policy Statement

The Authority will endeavour, wherever possible, to ensure that all employees are aware of, and fully understand, the expectations and standards operating within the organisation.

The Performance Management Policy and Procedure have been developed to ensure that unsatisfactory performance or failure to achieve the standards set are responded to in a fair and effective manner in accordance with the principles of natural justice.

Performance is assessed by reference to skill or aptitude.

2. Background

Capability is a potentially fair reason for dismissal under s98 (2)(a) of the Employment Rights Act 1996.

This Policy and Procedure should be used when an employee's performance has been identified as falling below an acceptable level. Its purpose is to provide a framework for resolving the issue, ideally through the improvement of the employee's performance.

Before this Policy and Procedure is engaged, the employee should receive feedback from his/her manager setting out the concerns about his/her performance. Informal discussions should already have taken place between the employee and his/her manager about how his/her performance can be improved. The Policy and Procedure is designed to be used when such informal discussions do not lead to the employee improving his/her performance to an acceptable level.

NB Where the performance management concerns are so significant, managers may consider entering the formal procedure immediately.

Where an employee's poor performance is believed to be the result of deliberate negligence, or where serious errors have been made by him/her to the detriment of the organisation, the organisation may decide to use its disciplinary procedure instead.

3. Commitment to Equality

Please identify which, if any, of the following Equality Duties this policy addresses:

Eliminate unlawful discrimination, harassment and victimisation <input checked="" type="checkbox"/>	To advance equality of opportunity <input type="checkbox"/>	To foster good relations between different groups of people <input type="checkbox"/>
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4. Supporting Documentation

- Performance Management Procedure
- Performance Management – Flowchart
- Template Letters
- Manager's guidance – Performance Management Procedure

5. Related Policies

- Probationary Policy and Procedure
- Attendance Management Policy and Procedure
- Performance Appraisal
- Disciplinary Policy
- Dignity at Work Policy
- Officer Appeals Procedure

6. Consultation

Trade Unions have been consulted on the revised Performance Management Policy.

7. Communication and Awareness

This policy is considered:

Internal [For Members, Officers and Contractors] <input checked="" type="checkbox"/>	External [For our Residents, Customers and Service Users] <input type="checkbox"/>
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All managers must be aware this Policy and Procedure. It is an integral part of a manager's job to manage performance and address issues of underperformance.

Where there are concerns about performance that may be dealt with under this policy and Procedure, managers must also ensure employees are aware of this them.

All employees and managers are expected to comply with the terms of this Policy and Procedure.

8. Monitoring and Review

The table below sets out the ownership and review schedule for this policy. However it may be necessary to review as and when required, for example, due to legislative changes or if an issue arises around its effectiveness.

Document Ownership	
Policy owned by:	Head of Human Resources & Organisational Development
Policy written by:	N/A
Date policy written:	N/A
Policy due for 1st review:	October 2016

Version Control Table			
All changes to this document are recorded in this table.			
Date	Notes/Amendments	Officer	Next Scheduled Review Date
December 2014	<ul style="list-style-type: none"> Revised Policy Format 	Tony Williams	Jan 2014
Oct 2016	<ul style="list-style-type: none"> Revised Policy Performance Capability renamed Performance Management 	Sue Blevins/Marria Saleemi	October 2019