

**Green Corridor
Policy & Procedure for
Employee Performance Management**

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PRINCIPAL RELATED POLICIES & PROCEDURES

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CONFIRMATION OF RECEIPT OF POLICY & PROCEDURE

Name	
Job Title	
Line Manager	

I confirm I have received a copy of this policy and procedure and have read and understood the contents. I also confirm I have sought clarification from my line manager on any issues which I am not clear about.

Signed:

Date:

Please return this signed copy to your individual Policies and Procedures folder for future reference.

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1. Purpose

The purpose of this policy and procedure is to ensure that the work performance and learning needs of every employee of Green Corridor are managed effectively and fairly.

2. Policy

2.1. We recognise that our employees perform most effectively when they have clear expectations of their job role and purpose, their own targets and of the wider objectives of the charity.

2.2. We will ensure that every employee with a minimum of 12 months' service has a performance appraisal meeting at least once in every 12 months, at which previous performance and learning will be reviewed and targets for the future will be agreed.

2.3. We will ensure that managers meet employees on a regular basis to discuss progress towards targets set at the annual appraisal meeting, to discuss work programmes, and to raise any other work-related issues.

2.4. We will ensure that managers are appraised taking into account the core values set out in our strategic plan.

2.5. We will ensure that managers and employees have access to appropriate training and development to enable them to carry out their roles effectively with respect to employee performance management.

2.6. Underperformance of employees will be satisfactorily addressed through this Policy & Procedure.

3. Implementation

3.1. The policy will be implemented through procedures for appraisals and one-to-one meetings, with template documentation, and supported by training for all employees on employee performance management.

4 . Roles and Responsibilities

4.1. The overall responsibility for Employee Performance Management within Green Corridor rests with the Chief Executive Officer.

4.2 Line managers are responsible for;

- Ensuring that new employees have work targets and objectives set as part of induction;
- Appraising performance of employees (with at least 12 months' service) at least once per year and assessing performance against objectives and core values;
- Ensuring that appropriate learning and development activities are planned and available to employees to address learning needs identified during the appraisal process;
- Meeting employees on a regular basis to review progress (one-to-one or supervision meetings); and

4.3. Employees are responsible for;

- Taking an active role in reviewing their own performance and target setting; and
- Taking up learning and development opportunities and managing own learning.

5. Failure to comply with the Employee Performance Management Policy

5.1. Failure to comply with this policy will lead to a lack of clarity over job role, learning needs or expected standards of performance, resulting in reduced effectiveness or efficiency, underperformance and putting service delivery at risk.

5.2 If an employee's performance is rated as unsatisfactory then a robust improvement and training plan will be put in place.

5.3 If following instigation of the agreed improvement plan there is still no substantive improvement in performance by the next annual review then this will lead to dismissal on the grounds of lack of competency.

6. Training

6.1. All managers and employees must complete e-learning on appraisal and employee performance management as part of the Green Corridor induction.

6.2. Refresher training should be undertaken every three years. This should normally be by e-learning for both managers and employees.

7. Annual Appraisal Meeting

7.1. Every employee of must meet his/her manager once a year to have a formal appraisal interview.

7.2. The purpose of the appraisal interview is to;

- Review performance over the previous 12 months
- Set performance targets/objectives for the next 12 months
- Review learning and development needs and plan how to address them

7.3. The appraisal meeting may also be used to discuss career plans, including any plans for retirement.

7.4. Outcomes of the annual appraisal meeting must be recorded in writing and signed by the manager and employee.

8. Reviewing and assessing performance at the appraisal meeting

The appraiser and appraisee should consider;

8.1. the achievement of individual objectives set at the last appraisal;

8.2. other significant achievements during the year;

8.3. how these have been achieved;

8.4. how the employee has demonstrated the core values expected of Green Corridor employees;

8.5. learning and development, and how this has affected performance.

9. Setting Objectives

9.1. Appraisal objectives should be SMART – Specific, Measurable, Achievable, Realistic and Time-bounded.

9.2. When setting objectives;

- For line managers, these should include objectives related to the achievement of relevant Key Performance Indicators (KPIs)
- For all employees, consider the objectives and core values set out in Green Corridor Strategies and Business Plans
- Performance against each objective will be rated from 'outstanding' to 'unsatisfactory'. Meeting all your objectives will achieve a 'good' rating.
- New objectives may be added at the six month review meeting

9.3. Managers will consider how they will measure performance in the coming year. The criteria for measuring performance should be discussed and, if possible, agreed with the employee at the appraisal interview.

10. New Employees

10.1. New employees should be set objectives as part of their induction and will have performance monitored under the Probationary Procedure during the first six months.

10.2. The first appraisal should always take place within one year of the date of appointment.

11. Timing of appraisal

Appraisal interviews will take place in January/February each year with a six month review in July/August.

12. Signing off appraisal

The appraising manager should complete the Appraisal Form and provide a copy for the employee, normally no later than 10 working days after the appraisal meeting.

13. Self-assessment

13.1. Employees who are appraised should take time to reflect on their performance over the previous year. Employees should consider which objectives have been met and why; which objectives have not been met and why; how they have demonstrated the expected core values and evaluate the learning undertaken during the previous year.

13.2. The Appraisal Form has area for their own comments for discussion. Employees may find it useful to complete in draft before the appraisal meeting as part of their self-assessment. They may also find it helpful to provide a copy to their manager before the meeting to help facilitate discussion.

14. One-to-one / supervision meetings

Managers should hold one-to-one meetings with all employees on a regular basis. It is recommended that meetings are held every four to six weeks (or within locally agreed time frames where appropriate).

15. Six month review meetings

15.1. A meeting should normally be held to formally review progress against performance and learning objectives six months after the appraisal.

15.2. The six month review is an opportunity to tweak or agree new performance and learning objectives if appropriate.

15.3. Objectives should be reviewed at the six months review and modified where appropriate. This will normally be where the employee will not be able to achieve the objective for reasons outside his/her control; for example, where there have been significant changes to circumstances which could not have been anticipated at the time of setting the objective or where a target was particularly stretching and very significant achievement has been made which just falls short of the goal. Where a manager believes that it is appropriate to make such a change to objectives after the six month review, he/she should discuss this with the employee and record the revised objectives.

16. Personal Development Plans

16.1. An important outcome of the appraisal interview is to record the learning objectives for the employee in the coming year. The appraisal form includes a section to record the Personal Development Plan (PDP).

16.2. The manager should bring to the appraisal some ideas about the employee's learning. The employee should bring to the appraisal some ideas about learning that is personal to his/her circumstances.

16.3. The learning needs of employees identified in the PDPs should be summarised by the Line Manager and fed into the GC Annual Staff Training Plan.

16.4. Not all learning and development activities will attract a cost. Green Corridor has a limited training budget and, where training needs are identified that require funding, training may have to be delayed, or alternative ways of development determined, depending on the cost, priority, and relevance to achieving targets. The responsibility for making such decisions rests with the CEO.

17. Career Aspirations.

17.1 The appraisal is an opportunity to discuss wider career aspirations with an employee. The benefit of this discussion is to allow an experienced manager to offer advice on medium or long-term career issues to employees of all ages. It will also offer an opportunity for employees who are nearing the age where they may take their retirement pension to discuss plans for retirement or pre-retirement changes to work patterns (e.g. flexible retirement or part-time working).

17.2. No employee is compelled to discuss career/retirement aspirations with their manager if they choose not to. Any discussion that does take place should be of a supportive nature.

18. Job descriptions

18.1. The appraisal interview is a good time to discuss the relevance of the current job description.

19. Salary Increases

The CEO submits a paper to the first meeting of the Board of Trustees each year (February) recommending pay and remuneration for the year. Green Corridor does not operate automatic annual increments but rather reflects upon the performance of the charity the previous financial year and prevailing economic conditions in awarding any salary increases.