# POLICY ON PERFORMANCE MANAGEMENT

KARE POLICY DOCUMENT

**Policy Owner:** HR Manager

<table>
<thead>
<tr>
<th>Rev. No.</th>
<th>Approved by Heads of Units/OMT</th>
<th>Approved by KARE Board</th>
<th>Launched at Heads of Unit</th>
<th>Operational Period</th>
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<tr>
<td>Rev 2.1</td>
<td>December 2015</td>
<td>Not applicable (minor change to procedure)</td>
<td>Feb 2016</td>
<td>Feb 2016 – Feb 2017</td>
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<tr>
<td>Rev 2.</td>
<td>Not applicable (changes made to reflect use of TMS for recording PM)</td>
<td>March 2017</td>
<td>March 2017 -</td>
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KARE initially developed a Performance Management System for staff in 1996; we improved this system over the years. In 2006 we did a comprehensive review of this system to make sure that the system supported staff in their role in the organisation. We had another review in 2013 in response to feedback from staff.

The aim of this policy is to manage staff performance so that it benefits the staff and the organisation. Performance Management supports staff to carry out their job to the best of their ability. Performance Management will support staff to develop their skills in line with the needs of the organisation and to make sure staff plans are in line with team and organisational plans.

This Performance Management Policy applies to all staff employed by KARE who has successfully completed their probationary period.

Managing on-going poor performance. This is discussed in the Disciplinary Procedure.
Managing Probation
Professional Supervision
Mentoring

Performance Management is ongoing and includes regular reviews, both formal and informal.
Everyone will have a formal review every year to create their Performance Management Plan.
Performance Management is a two way process between a Staff Member and their Line Manager.
1.5.4 The Performance Management System will help staff be part of a team by making sure staff goals are in line with team goals.

Section 2: Process

Performance Management Process

The Performance Management process has 3 steps:

1. Create a Performance Management Plan
2. Put Performance Management Plan in place and check its progress
3. Carry out a Formal Review of the Performance Management Plan

What you will need:

Reference Documentation

- Job Description
- Team Plan/s e.g. Department Plan, Area Team Plan
- Kare’s Key Activities
- Framework for Personal Leadership Behaviours

Recording

- Performance Review Discussion Form
- Performance Management Plan
Section 3: Procedures

Step 1 – Create a Performance Management Plan

1.1 Getting Prepared:

1.1.1 The Line Manager and Staff Member will both agree a date for a Performance Management meeting.

1.1.2 The Staff Member and Line Manager will separately look at the staff member’s performance. This will be guided by:

- The staff members job description
- The staff members previous Performance Management Plan
- The organisation’s Key Activities and processes
- Team Plan/s and Organisation Plans

1.1.2 They will use the Performance Review Discussion Form to look at:

i. What was successful and why
ii. What proved difficult and why
iii. Suggestions for Performance Goals for the next year.
iv. Suggestions for Training and Development Goals for the next year

1.2 Performance Management Meeting

1.2.1 Using the Performance Review Discussion Forms the Line Manager and the Staff Member will discuss:

- What was successful and why
- What proved difficult and why

1.2.2 Staff member and line manager will discuss and agree the Performance/Training and Development Goals for the next year
1.2.3. Based on the goals agreed and the main actions needed to achieve these goals the Staff Member will then:

   i. Make the goals into a SMART format
   ii. Write down each goal on the Performance Management Plan Goals Summary Record.
   iii. Agree which goals require an Action Plan
   iv. Write an Action Plan for achieving the goals as agreed

1.2.4 The Staff Member and Line Manager will agree/finalise smart goals the Performance Management Plan and the Action Plan. This can be done either by meeting or via email. The Line Manager will record the date the plan was finalised on the relevant electronic system. (see Appendix 1 for procedures)

1.2.5 The Staff Member and Line Manager will also agree when to check on progress. This should happen 2-3 times a year and be recorded as Interim Reviews on the Performance Management Plan.

1.2.6 The Staff Member will keep their final plan and give a copy to their Line Manager.

1.2.7 The Line Manager will liaise with the Training Department to progress Training and Development as appropriate.

Step 2 - Put the Performance Management Plan in place and check its progress

2.1 The Staff Member will use the Plan to help them do their job every day.

2.2 The Staff Member will keep track of how their plan is going.

2.2 The Staff Member will talk to their line manager about any problems achieving their goals and where necessary agree actions to overcome difficulties.

2.3 The Line Manager will support the staff member to achieve their goals through regular formal and informal communication.
2.4 The Staff Member and Line Manager will meet on the Interim Review dates agreed to check the progress of the Plan.

**Step 3 – Carry out Formal Review of the Plan**

3.1 The Staff Member and the Line Manager will review the achievement of the goals and using the Performance Review Discussion Forms they will discuss:

What was successful and why
What proved difficult and why

3.2 They will make sure the outcome of each goal is recorded on the Performance Management Plan and the Final Review Date is entered and signed by both people.

3.3 The Line Manager will forward a copy of the Reviewed Performance Plan to HR for filing in the Staff Member’s Personnel File and record the date of the review meeting on the relevant electronic system. (see Appendix 1 for procedures)

**Step 4 – Create a new Performance Management Plan – Refer to Points 1.2.2 to 1.3.5 in Step 1 above**
Appendix 1

Process for logging Performance Management on TMS Using Windows

The Line Manager will record the details of a staff member’s Performance Management on TMS. The procedure for doing this is as follows:

1) From the Supervisor Dashboard click ‘Maintain Employee Details’

2) Selecting the employee’s record you want to view.
3) At the bottom of the left hand panel select ‘Performance Mgt’
To enter a new Performance Management Meeting:

1) Click ‘Edit’.

2) Now click ‘New’.

3) Now you want to select your meeting type.
   - PM_FR for formal planning meeting
   - PM_IR for interim meeting
4) Next we want to set the meeting date.

5) Select your meeting outcome as appropriate.

6) The system will auto populate the date for your next meeting. If you wish to change this date, simply click on the calendar and alter the date manually. See diagram below.

7) If there are new goals set during the performance management review, then simply go to the ‘Goal Section’ and complete the ‘Number of Goals set’. If you set 4 new goals, then enter 4 into the box. See diagram below.
KARE Policy: Performance Management

Don’t forget to APPLY any changes you have made before closing the performance management tab

To review the goals status in an existing Performance Management record

1) Select the Meeting record
2) Click ‘Modify’
3) Enter the number of goals set relating to that Performance Managements record that have been achieved
Process for logging Performance Management on TMS using RDP

The Line Manager will record the details of a staff member's Performance Management on TMS. The procedure for doing this is as follows:

1) Selecting the staff member's record
2) Clicking ‘Employee details’

3) Select by clicking on tab labelled ‘Performance Mgt’ at bottom of screen.

To enter a new Performance Management Meeting:

8) Click ‘Edit’.
1) Then click ‘New’.

2) Now it’s time to select the meeting type.
   - PM_FR for formal planning meeting
   - PM_IR for interim meeting

3) Next we want to set the meeting date.
   - Select the date
   - Click ‘OK’
   - Meeting date is now entered.
4) Select your meeting outcome as appropriate.

- Select ‘COMPG’ at the end of your meeting if you have set new goals.
- Select ‘COMPNG’ if no goals were set during the meeting.

5) The system will auto populate the date for your next meeting. If you wish to change this date, click on the three dots […] and alter the date manually. See diagram below.

**NOTE:** TMS automatically sets the ‘Next meeting due’ date for one year’s time if you select a Formal Meeting. It automatically sets the date for 3 months’ time if you have selected an Interim Meeting.
6) If there are new goals set during the performance management review, then go to the ‘Goal Section’ and enter the ‘Number of Goals set’. If you set 4 new goals, then enter 4 into the box. See diagram below.

![Performance Management screenshot](image)

**NOTE:** The number of goals achieved are entered when reviewing the performance management record

- Click ok
- Click Apply

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Click Close to exit back to the main screen
To review the goals status in an existing Performance Management record

4) Select the Meeting record
5) Click ‘Modify’

6) Enter the number of goals set relating to that Performance Managements record that have been achieved
## Supporting Individuals

<table>
<thead>
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<th>What was successful?</th>
<th>What proved difficult?</th>
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## Working with Families

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<th>What was successful?</th>
<th>What proved difficult?</th>
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### Managing the Organisation

<table>
<thead>
<tr>
<th>What was successful?</th>
<th>What proved difficult?</th>
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### Personal Leadership

<table>
<thead>
<tr>
<th>What was successful?</th>
<th>What proved difficult?</th>
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Suggested Performance Management Goals

Suggested Training Goals
PERFORMANCE MANAGEMENT PLAN

Name:_______________________

<table>
<thead>
<tr>
<th>Goal No</th>
<th>Goal</th>
<th>Date Goal Agreed</th>
<th>Date Achieved</th>
<th>Outcome</th>
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Review Record

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<tr>
<th>Meeting Type</th>
<th>Date of meeting</th>
<th>Staff Member Signature</th>
<th>Line Manager Signature</th>
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<tbody>
<tr>
<td><strong>Formal Planning Meeting</strong></td>
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<td><strong>Formal Review</strong></td>
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# Performance Management Action Plan

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**Action Plan to achieve Goal**

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<th>What I need to do</th>
<th>By When</th>
<th>Outcome</th>
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