

POLICY ON PERFORMANCE MANAGEMENT

KARE POLICY DOCUMENT

Policy Owner: HR Manager

<i>Rev. No.</i>	<i>Approved by Heads of Units/OMT</i>	<i>Approved by KARE Board</i>	<i>Launched at Heads of Unit</i>	<i>Operational Period</i>
Rev 1	May 2008	June 2008	July 2008	July 2008 – Mar 2014
Rev 2	February 2014	March 2014	April 2014	April 2014 – Jan 2016
Rev 2.1	December 2015	Not applicable (minor change to procedure)	Feb 2016	Feb 2016 – Feb 2017
Rev 2.	Not applicable (changes made to reflect use of TMS for recording PM)		March 2017	March 2017 -

Section 1: Policy

1.1 Background to this Policy

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.

1.2 Aim of this Policy

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.

1.3 Scope of this Policy

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

1.4 Non Scope of this Policy

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

1.5 Policy Statements

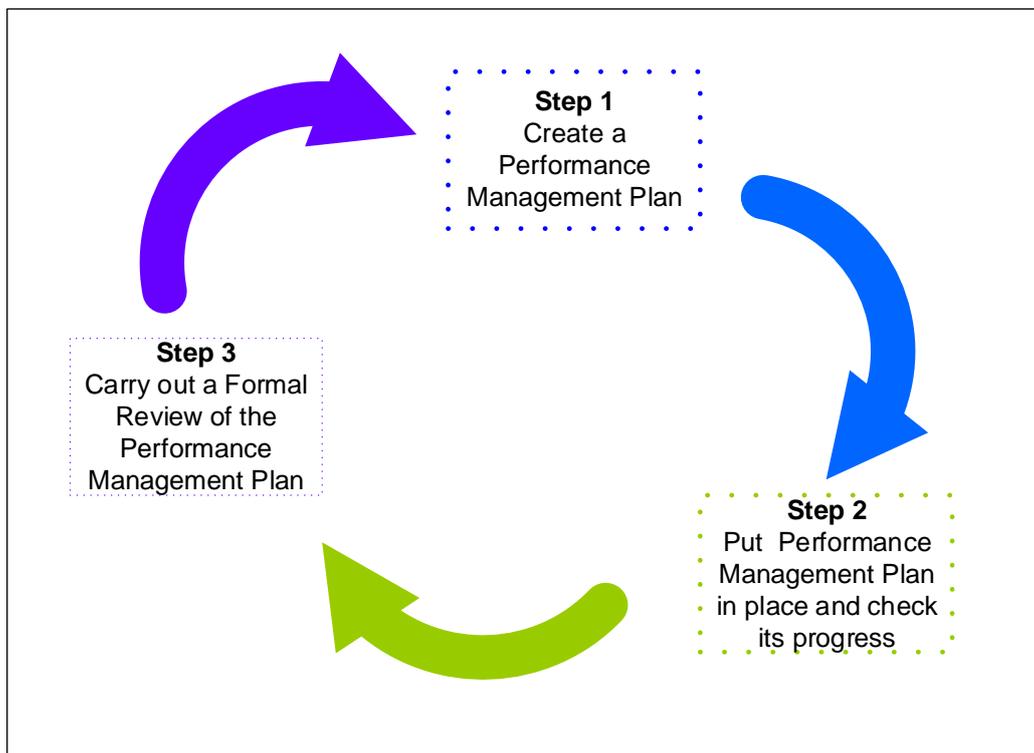
- 1.5.1 Performance Management is ongoing and includes regular reviews, both formal and informal.
- 1.5.2 Everyone will have a formal review every year to create their Performance Management Plan.
- 1.5.3 Performance Management is a two way process between a Staff Member and their Line Manager.

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**:



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 as 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)

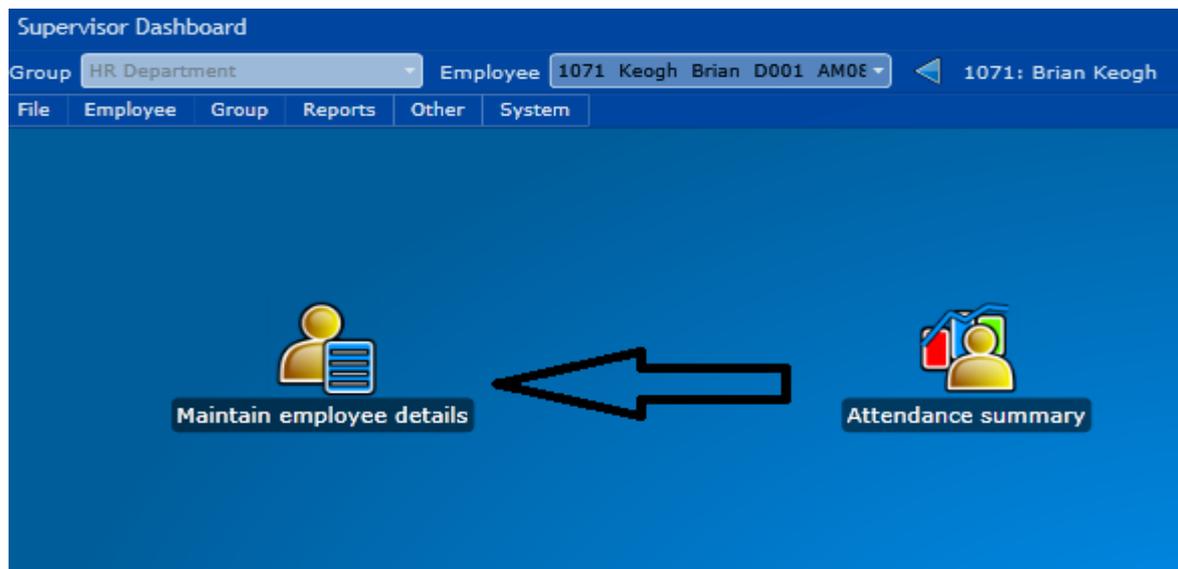
Step 4 – Create a new Performance Management Plan – Refer to Points 1.2.2 to 1.3.5 in Step 1 above

Appendix 1

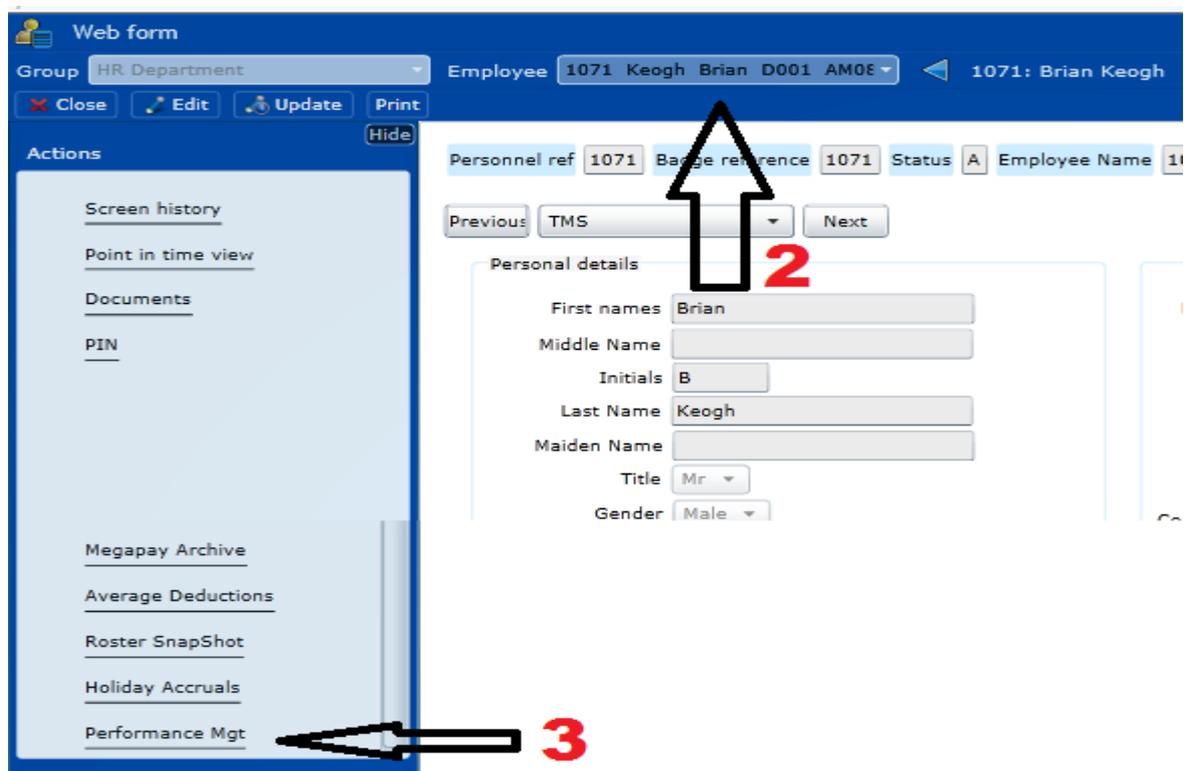
Process for logging Performance Management on TMS Using Windows

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

- 1) From the Supervisor Dashboard click 'Maintain Employee Details'

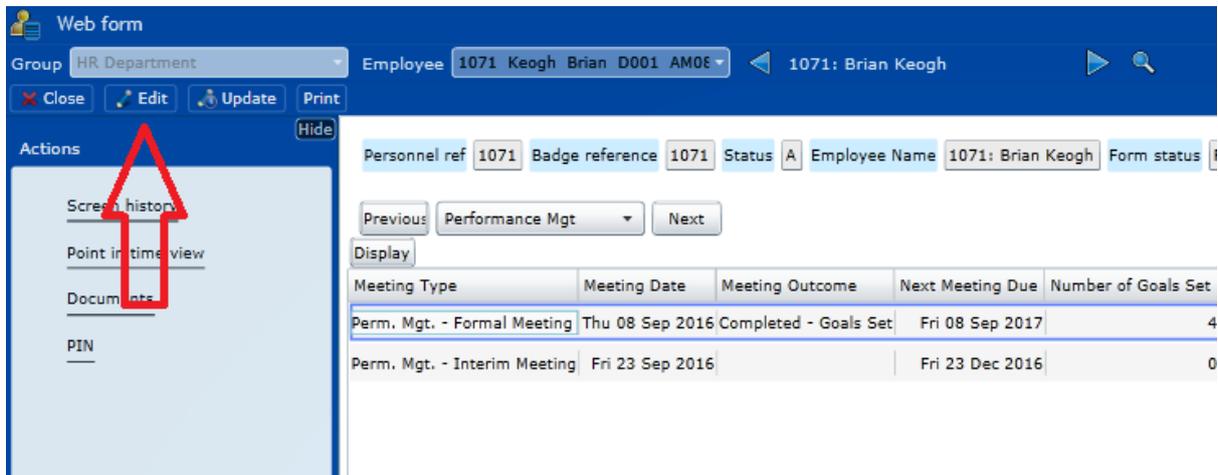


- 2) Selecting the employee's record you want to view.
- 3) At the bottom of the left hand panel select 'Performance Mgt'

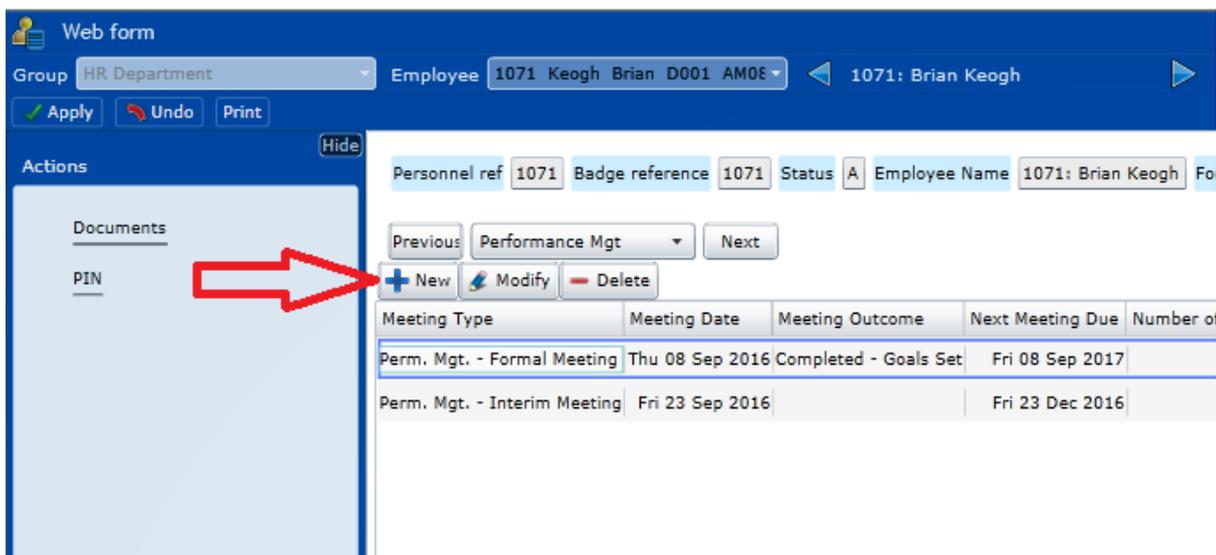


To enter a new Performance Management Meeting:

1) Click 'Edit'.

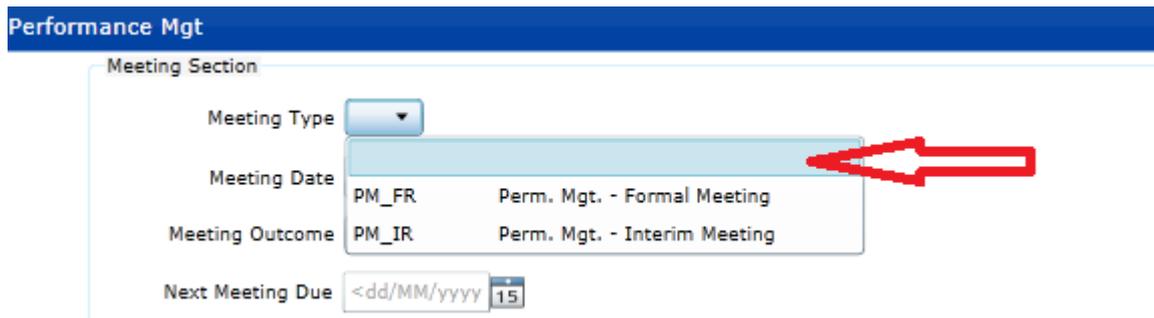


2) Now click 'New'.



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.

The screenshot shows the 'Performance Mgt' interface. In the 'Meeting Section', the 'Meeting Date' field is set to '<dd/MM/yyyy 15'. A red arrow points to the date input. A calendar dropdown is open, showing 'January 2017'. The calendar grid is as follows:

Mo	Tu	We	Th	Fr	Sa	Su
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

At the bottom of the interface are buttons for 'OK', 'Cancel', and 'Print'.

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.

The screenshot shows the 'Performance Mgt' interface. In the 'Meeting Section', the 'Meeting Type' is 'Perm. Mgt. - Formal Meeting', 'Meeting Date' is '18/01/2017', and 'Next Meeting Due' is '18/01/2018'. A red arrow points to the 'Next Meeting Due' date input. The 'Goals Section' shows 'Number of Goals Set' and 'Number of Goals Achieved' both set to 0. At the bottom are buttons for 'OK', 'Cancel', and 'Print'.

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.

The screenshot shows a 'Performance Mgt' form with two main sections: 'Meeting Section' and 'Goals Section'. In the 'Meeting Section', there are four fields: 'Meeting Type' (Perm. Mgt. - Formal Meeting), 'Meeting Date' (08/09/2016), 'Meeting Outcome' (Completed - Goals Set), and 'Next Meeting Due' (08/09/2017). In the 'Goals Section', there are two fields: 'Number of Goals Set' (4) and 'Number of Goals Achieved' (0). A red arrow points to the 'Number of Goals Set' field. At the bottom of the form are three buttons: 'OK', 'Cancel', and 'Print'.

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

The screenshot shows a 'Web form' interface. At the top, there are dropdown menus for 'Group' (HR Department) and 'Employee' (1071 Keogh Brian D001). Below these are three buttons: 'Apply', 'Undo', and 'Print'. A red arrow points to the 'Apply' button. On the right side, there is a table with columns 'Personnel ref' and 'Badge reference'. Below the table, there are buttons for 'Previous', 'Performance Mgt', and 'New'. There are also buttons for '+ New', 'Modify', and 'Delete'. A table below shows meeting records:

Meeting Type	Meeting Date
Perm. Mgt. - Formal Meeting	Thu 08 Sep 2
Perm. Mgt. - Interim Meeting	Fri 23 Sep 2

To review the goals status in an existing Performance Management record

- 1) Select the Meeting record
- 2) Click 'Modify'

Web form

Group: HR Department Employee: 1071 Keogh Brian D001 AM06 1071: Brian Keogh

Personnel ref: 1071 Badge reference: 1071 Status: A Employee Name: 1071: Brian Keogh Form status: Edit

Previous: Performance Mgt Next

+ New Modify Delete

Meeting Type	Meeting Date	Meeting Outcome	Next Meeting Due	Number of Goals Set	Number of Goals Achieved
Perm. Mgt. - Formal Meeting	Thu 08 Sep 2016	Completed - Goals Set	Fri 08 Sep 2017	4	0
Perm. Mgt. - Interim Meeting	Fri 23 Sep 2016		Fri 23 Dec 2016	0	0

Figure 1 - Step 1

Web form

Group: HR Department Employee: 1071 Keogh Brian D001 AM06 1071: Brian Keogh

Personnel ref: 1071 Badge reference: 1071 Status: A Employee Name: 1071: Brian Keogh Form status: Edit

Previous: Performance Mgt Next

+ New Modify Delete

Meeting Type	Meeting Date	Meeting Outcome	Next Meeting Due	Number of Goals Set	Number of Goals Achieved
Perm. Mgt. - Formal Meeting	Thu 08 Sep 2016	Completed - Goals Set	Fri 08 Sep 2017	4	0
Perm. Mgt. - Interim Meeting	Fri 23 Sep 2016		Fri 23 Dec 2016	0	0

Figure 2 - Step 2

- 3) Enter the number of goals set relating to that Performance Managements record that have been achieved

Performance Mgt

Meeting Section

Meeting Type: Perm. Mgt. - Formal Meeting

Meeting Date: 08/09/2016

Meeting Outcome: Completed - Goals Set

Next Meeting Due: 08/09/2017

Goals Section

Number of Goals Set: 4

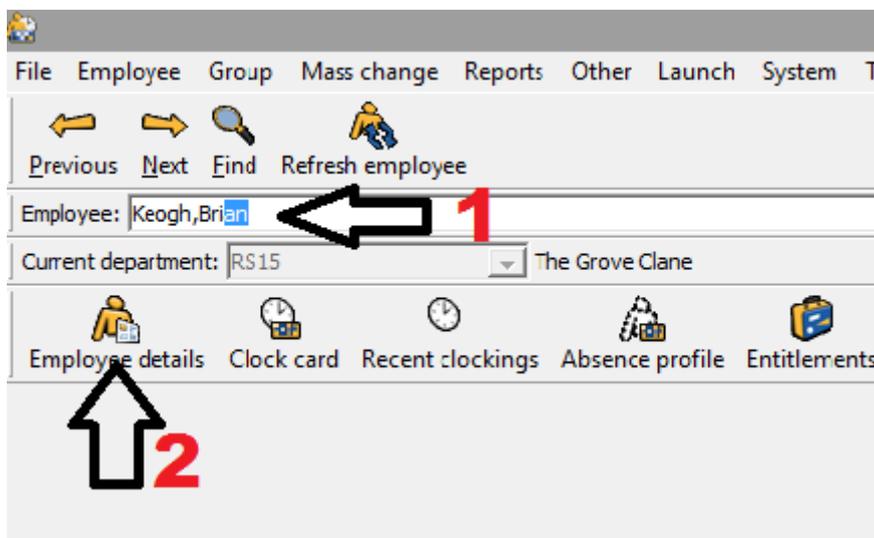
Number of Goals Achieved: 0

OK Cancel Print

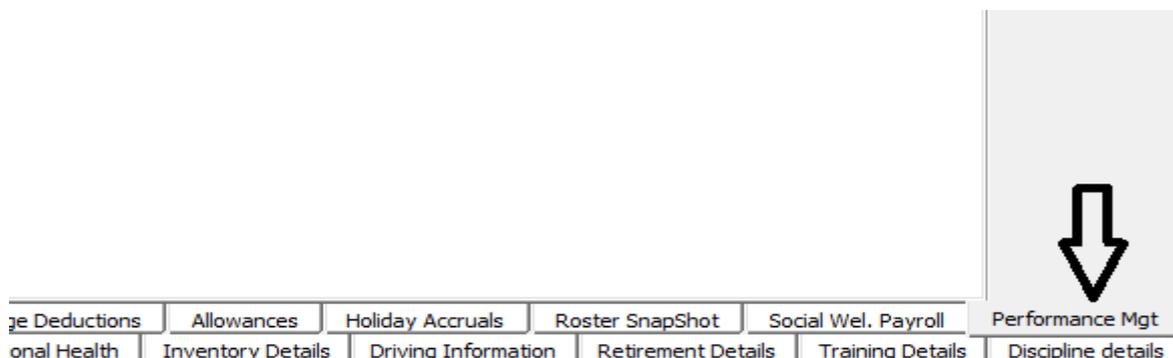
Process for logging Performance Management on TMS using RDP

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

- 1) Selecting the staff members record
- 2) Clicking 'Employee details'



- 3) Select by clicking on tab labelled 'Performance Mgt' at bottom of screen.

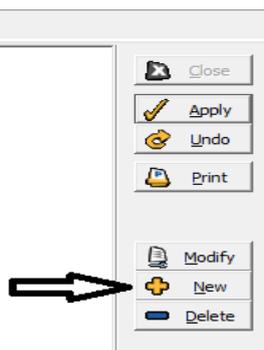


To enter a new Performance Management Meeting:

- 8) Click 'Edit'.

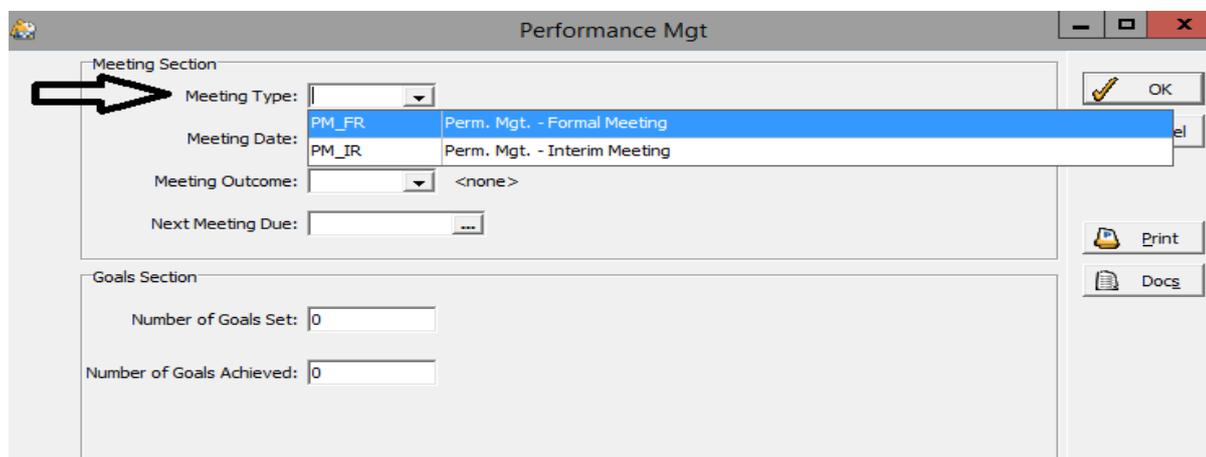


1) Then click 'New'.

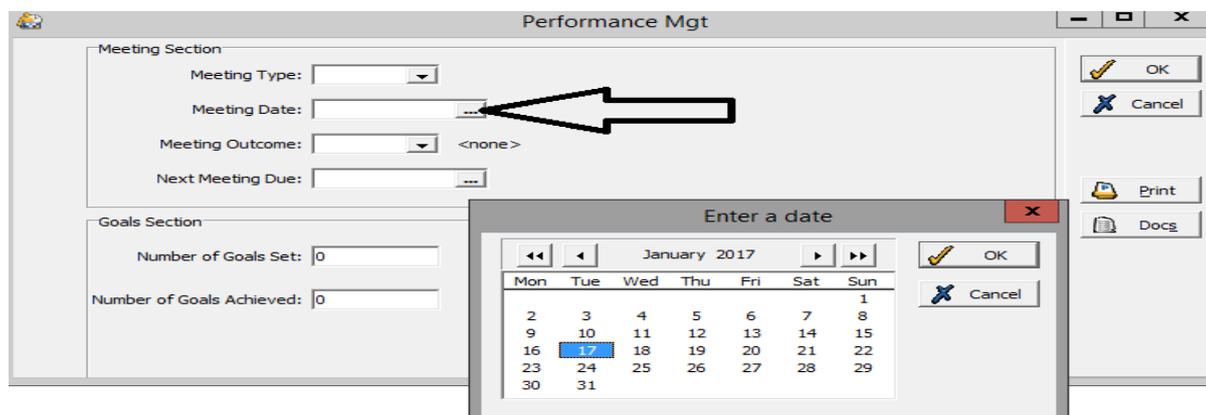


2) Now it's time to select the meeting type.

- 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.

The screenshot shows a 'Performance Mgt' dialog box with the following fields:

- Meeting Type: PM_FR (dropdown), Perm. Mgt. - Formal Meeting
- Meeting Date: 23/01/2017 (text box with a three-dot menu icon)
- Meeting Outcome: (dropdown menu is open, showing 'None >', 'COMPG Completed - Goals Set', and 'COMPNG Completed - No Goals Set / Needed')
- Next Meeting Due: (text box with a three-dot menu icon)

Below the Meeting Section is the Goals Section with two text boxes:

- Number of Goals Set: 0
- Number of Goals Achieved: 0

Buttons for OK, Cancel, and Docs are visible on the right side.

- 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.

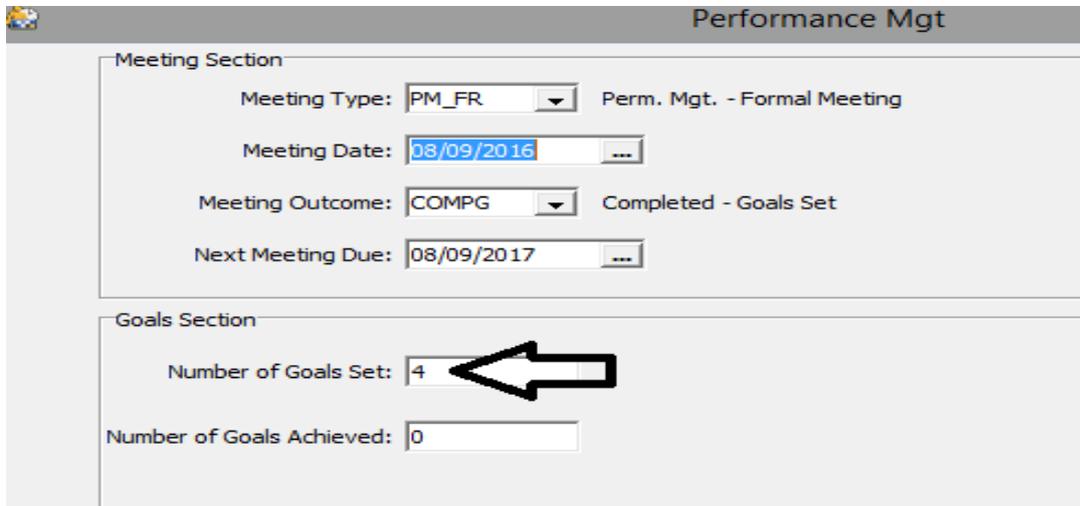
NOTE: TMS automatically sets the 'Next meeting due' date for one year's time if you select a Formal Meeting. It automatically sets the date for 3 months' time if you have selected an Interim Meeting.

The screenshot shows the 'Meeting Section' of the dialog box with the following fields:

- Meeting Type: PM_FR (dropdown), Perm. Mgt. - Formal Meeting
- Meeting Date: 08/09/2016 (text box with a three-dot menu icon)
- Meeting Outcome: COMPG (dropdown), Completed - Goals Set
- Next Meeting Due: 08/09/2017 (text box with a three-dot menu icon)

An arrow points to the three-dot menu icon next to the 'Next Meeting Due' date field.

- 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.



The screenshot shows a window titled "Performance Mgt". It is divided into two sections: "Meeting Section" and "Goals Section".

Meeting Section:

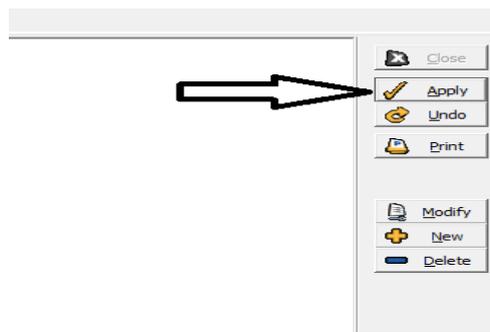
- Meeting Type: PM_FR (dropdown) Perm. Mgt. - Formal Meeting
- Meeting Date: 08/09/2016 (calendar icon)
- Meeting Outcome: COMPG (dropdown) Completed - Goals Set
- Next Meeting Due: 08/09/2017 (calendar icon)

Goals Section:

- Number of Goals Set: 4 (text input field with a black arrow pointing to it)
- Number of Goals Achieved: 0 (text input field)

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

- Click ok
- Click Apply



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'

Meeting Type	Meeting Date	Meeting Outcome	Next Meeting Date	Number of Goals Set	Number of Goals Achieved
Perm. Mgt. - Formal	08/09/2016	Completed - Goals Set	08/09/2017	4	0
Perm. Mgt. - Informal	23/09/2016		23/12/2016	0	0

Figure 3 - Step 1



Figure 4 - Step 2

- 6) Enter the number of goals set relating to that Performance Management record that have been achieved

Performance Mgt

Meeting Section

Meeting Type: PM_FR Perm. Mgt. - Formal Meeting

Meeting Date: 08/09/2016

Meeting Outcome: COMPG Completed - Goals Set

Next Meeting Due: 08/09/2017

Goals Section

Number of Goals Set: 4

Number of Goals Achieved: 0

OK
Cancel
Print
Docs

Performance Review Discussion Form

Name: _____ **Date:** _____

Supporting Individuals

What was successful?

What proved difficult?

Working with Families

What was successful?

What proved difficult?

Managing the Organisation

What was successful?

What proved difficult?

Personal Leadership

What was successful?

What proved difficult?

Suggested Performance Management Goals

Suggested Training Goals

Performance Management Action Plan

Goal No.	Goal

Action Plan to achieve Goal

	What I need to do	By When	Outcome
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			