

Achieving and Maintaining Standards - Performance

Key Management Actions

- ✓ Ensure the [Performance Building Blocks](#) are in place. These align individual performance to Council objectives and service outcomes. Use them to ensure that employees are clear about expectations: role, objectives, targets, standards. Use them to measure and monitor performance. Maintain and share written **team/action plans/records/meeting notes** of all performance related management activity.
- ✓ Lead and motivate individual employee performance as **part of day to day management activity**, including ongoing dialogue, quick resolution of issues and difficult conversations where necessary. Timely feedback in an open, honest and neutral manner will praise good, and address poor, performance as it arises – share concerns/perceptions, use facts and examples, and find practical solutions for improvement. Encourage employees to take responsibility for their own performance and to be active participants in the process of change.
- ✓ **Identify the causes or reasons** for underperformance. **Work with and empower the employee** to seek ownership of the problem and find practical solutions, including development and support. Be aware of other HR policies: health related ([Supporting Health and Wellbeing Procedure](#)); grievance/harassment ([Fairness at Work Policy](#)); stress related ([Occupational Stress Procedure](#)) or conduct issues (e.g. deliberate act or failure to act - [Achieving and Maintaining Standards – Discipline](#)’).
- ✓ **Use all [sources of support](#) available**: your manager; the Employment Services Team; Human Resources; Care First Management Support Service; the Occupational Health Service. Organisational Development for training opportunities.
- ✓ **If underperformance of an employee becomes continues to fall below the required standards** despite day to day management activity, address this through the ‘[Achieving and Maintaining Standards Procedure - Performance](#)’. Use the [Initial Action Manager's Checklist and How To Guides](#) to assist in deciding whether to move to Initial Action.
- ✓ **Initial Action** must involve meeting with the employee, providing examples of underperformance and developing a [Performance Improvement Plan](#). This stage gives the employee and manager an opportunity to resolve the performance issues informally. The Plan must clearly state the improvements required (as SMART objectives) along with timescales and support.
- ✓ If the above does not result in the employee achieving the required standards, ***formal action** must be considered in the form of a* [Performance Hearing](#), followed by ongoing* Performance Review Meetings. If necessary, formal improvement period(s) will be issued. A final warning could be issued, and dismissal from the Council can result if performance does not improve to the standard required.

**Note: for formal meetings the employee must be given 5 working days notice of the meeting and given the right to be accompanied*