



# OCH PERFORMANCE MANAGEMENT POLICY



## 1. ORGANISATIONAL VALUES

- 1.1 Our organisational values are the basis for everything we do.
- 1.2 We aim to treat our employees fairly and consistently. This approach is underpinned by our values.

## 2. INTRODUCTION

- 2.1 We are committed to improving organisational performance through the effective management and development of our people. Performance management is an important part of our work and regular supervision sessions between the employee and their line manager will allow for reflection on past performance and planning for development and improvement.
- 2.2 An effective performance management process will develop and improve individual performance and align this with organisational aims.
- 2.3 The principles of our performance management policy are that it is:
  - consistent and equitable
  - reflects individual achievement
  - confidential between those involved
  - promotes and facilitates personal development.
- 2.4 The objectives of our performance management policy are to:
  - create a culture of staff / volunteers working in partnership
  - motivate staff / volunteers
  - provide feedback to both staff / volunteers
  - increase self-awareness and reflective practice
  - align individual objectives and targets with organisational objectives
  - improve individual, team and organisational performance
  - identify training, learning and development needs
  - identify and evaluate individual skills, knowledge, behaviours and competence
  - provide appropriate coaching and mentoring to staff as required.

## 3. SCOPE

- 3.1 This policy relates to all staff of OCHL.
- 3.2 This policy works in conjunction with OCHL's disciplinary procedure. It may be necessary on occasion to refer to incapability and poor performance as misconduct warranting disciplinary action.
- 3.3 Alongside this policy relating to staff, there is a policy and framework in place to assess board effectiveness and the performance of board members.

## 4. PROCESS

- 4.1 All employees will participate in regular supervision sessions at least every three months.

- 4.2 Supervision sessions will assess progress on work plans and personal development plans.
- 4.3 Supervision sessions will be written up and progress recorded against work plans and personal development plans.
- 4.4 Where appropriate progress will also be recorded in line with probationary assessments and any performance improvement plan (see below).
- 4.5 The written record of each meeting will be agreed by the employee and their line manager and will be filed securely by the line manager. An email exchange will usually be sufficient to agree the written record.
- 4.6 An employee who disagrees with the assessment by their line manager or the written record should, in the first instance, raise the issue with their line manager.

## **5. PROBATIONARY PERIOD**

- 5.1 All new employees or employees changing their role within the organisation will have a six month probationary period.
- 5.2 Line managers will develop a set of objectives to be completed during the probationary period. Supervision sessions will take place monthly during the probationary period and will track progress against those objectives. There will be a formal review at three months and six months.
- 5.3 Where the outcome of the six month review is unsatisfactory, the line manager may extend the probation period or terminate the contract of employment. Where this is a possibility, the line manager should discuss this in advance with Board.

## **6. ANNUAL APPRAISAL**

- 6.1 All employees will have a formal appraisal with their line manager to set objectives for the next year. Where employees successfully complete their probationary period during the year, the probationary review meeting will set objectives for the rest of that year.
- 6.2 Annual objectives for each employee will align with the organisational objectives and the business plan.
- 6.3 The annual appraisal will identify training and development requirements to enable the employee to meet their objectives over the coming year. The appraisal will discuss career and personal development plans and will consider whether there are ways in which the organisation can support these plans.
- 6.4 Any performance issues will be raised through supervision. There will be no surprises at the annual appraisal. Any previously identified performance issues may be discussed at the appraisal in relation to setting objectives and identifying training and support required.

## **7. INFORMAL PERFORMANCE MANAGEMENT (VERBAL WARNING)**

- 7.1 Where performance issues are identified, the employee will be issued with a verbal warning in writing of OCHL's concerns.
- 7.2 The employee will be invited to an informal meeting with their line manager to discuss the reasons for their underperformance and for the employee to respond to these concerns.
- 7.3 When the reason for the underperformance is due to a gap in skills or insufficient training, the employee will be provided with training and be given reasonable time to improve once this has been

completed. If the underperformance is due to insufficient support, tools, or other resources, then assistance should be provided if appropriate.

7.4 Notes of the informal meeting and any agreed actions should be kept by the manager.

## **8. FORMAL PERFORMANCE MANAGEMENT (WRITTEN WARNING)**

8.1 OCHL will consider the formal process or disciplinary warnings where an informal/verbal warning has been given but there has been no improvement, the employee's performance cannot be improved by any support available, or OCHL has taken reasonable steps to assist the employee to improve but there has been no improvement.

8.2 The employee will be informed in writing by their line manager about the concerns with their poor performance and will be invited to attend a capability meeting to discuss this. Employees have the right to be accompanied at a formal meeting by a work colleague or trade union representative.

8.3 The line manager will discuss the reasons for the poor performance and decide upon any remedial action to be taken.

8.4 The employee will then be given the opportunity to respond to the concerns.

8.5 Upon completion of the capability meeting, the line manager must decide whether they believe there is an issue in the employee's performance, and if so, then they will be issued with a written formal warning.

8.6 Where appropriate, OCHL will aid in the development of a Performance Improvement Plan as part of the formal performance management process.

## **9. PERFORMANCE IMPROVEMENT PLAN**

9.1 If competence or behavioural issues are raised through supervision (including during the probationary period) and an informal warning has been issued with no improvement, the line manager will provide a performance improvement plan detailing what is required of the employee and any training or guidance that will be provided to support this process along with a written warning. The line manager should discuss the use of a performance improvement plan in advance the Board.

9.2 The performance improvement plan will contain clear and detailed descriptions of the improvements in performance and/or behaviour that are needed for the employee to meet their role requirements and timescales within which improvements must be achieved.

9.3 The employee and their line manager will have monthly supervision sessions during the period covered by the performance improvement plan to review the employee's progress. Formal meetings may be supplemented by informal support sessions with the line manager, other members of staff or an external mentor.

9.4 If improvements are achieved within the timescale, the line manager and employee will review the issue, process and support provided to identify any ongoing support or adjustments which could prevent recurrence.

9.5 If the employee does not meet the requirements of the performance improvement plan, the line manager has the option to extend the performance improvement plan, issue a final written warning or move to disciplinary action. Disciplinary action may be taken before the end of the performance improvement plan if the required progress is not being achieved. Where extension of the performance improvement plan or taking disciplinary action is being considered, the line manager should discuss this in advance with [HR/the senior staff member/the chair of the board]

9.6 If there is still no improvement after the final written warning has been issued, the employee will normally be dismissed with notice or pay in lieu of notice.

## **10. APPEALS PROCESS**

10.1 The performance management process allows the same right of appeal for the employees, as outlined in the disciplinary and dismissal appeals procedure.

## **11. RECORDS**

11.1 Use of a performance improvement plan will be included in supervision notes.

11.2 Annual appraisals will be agreed by the line manager and employee, reviewed by the Board and stored securely.

11.3 Record keeping in relation to the disciplinary process is set out in the disciplinary policy.

## **12. REVIEW**

12.1 This policy will be reviewed every three years. It may be reviewed more frequently if necessary.

OCH March 2024