

Managing and Supporting Performance Policy and Procedure

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INTRODUCTION

The College, as a responsible public sector organisation, is committed to supporting and developing its employees. This policy and procedure has been designed to give employees guidance on the development and career progression opportunities within the College and the support which will be put in place to help them achieve their development goals and career ambitions.

In particular this document details how the College will:

- Develop and support employees to identify and achieve their personal and professional development targets through Reflective Practice and review
- Support employees in developments geared towards career progression
- Provide guidance and support for employees experiencing difficulties relating to their role
- Implement these practices in a consistent and equitable way.

This policy and procedure has been prepared by the College in consultation with UNISON, EIS-FELA with a focus on the needs of the College and its employees.

This policy and procedure has been designed in line with the College's commitment to being an equal opportunities employer.

DATA PROTECTION

A written record of all meetings conducted under this policy and procedure will be made, either by the person holding the meeting or by an additional person arranged by the organisation to take notes. The College processes any personal data collected during the performance management procedure in compliance with the Data Protection Act 2018 (DPA) and any future data protection law enacted in the UK, including UKGDPR. The College is the data controller for your data, and is registered with the Information Commissioner's Office. The College will collect and process information relating to you in accordance with the privacy notice which is available on the College website.

Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of completing the performance management procedure. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the College Data Policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the organisation's disciplinary procedure. Employees should use College data for organisational purposes only, and should not keep personal copies of College data under any circumstances.

If you are unhappy with any aspect of the way your data is handled, you can contact the Data Protection Officer at dataprotection@forthvalley.ac.uk.

EQUALITIES IMPACT ASSESSMENT

We welcome feedback on this Policy and related procedure and the way it operates. We are interested to know of any possible or actual adverse impact that this Policy or procedure may have on any groups in respect of any protected characteristic.

An initial Equalities Impact Assessment of this Policy and procedure has been carried out. The policy and procedure has been written to fully comply with all obligations in respect of employment law and equality legislation and to take account of recommended best practice. It is therefore not anticipated that this policy or procedure will result in a negative of adverse impact on one or more groups in respect of any protected characteristic.

MANAGING AND SUPPORTING PERFORMANCE POLICY

The Managing and Supporting Performance Policy and Procedure works with Forth Valley College employees to support and develop their personal and professional development, which is a key component in the achievement of the College mission, vision and values.

1 WHEN DOES THIS POLICY APPLY?

This policy and procedure applies in supporting employees to:

- identify their annual objectives in conjunction with their line manager and any required supporting measures
- maintain and develop the skills required for their role within the College
- progress their career within the College.

The College's Reflective Practice Guidance notes should be read in conjunction with this policy. This document can be located under Policies and Procedures section of the HR SharePoint site and is titled Reflective Practice Guidelines.

2 WHO DOES THIS POLICY APPLY TO?

This policy applies to all employees of Forth Valley College

3 SUPPORTING CAREER PROGRESSION

3.1 CAREER DEVELOPMENT

The College is committed to supporting the development of employees' careers, whether by secondment internally, externally or promotion. Where possible, the College will take all reasonable steps to identify aspirations in conjunction with employees, and work with them in developing the appropriate skills and knowledge via staff development activities

and continuing professional development, as well as supporting them to maximize the potential of their current role.

3.2 STAFF DEVELOPMENT

With the College's commitment to 'Making Learning Work', there is a need to ensure that employees maintain their own skills and knowledge and keep their expertise up to date. This will assist them to provide, sustain and deliver a high quality of work for the College.

Increasingly professionals are recognising the need to continually keep skills and knowledge up to date and have identified the importance of being able to demonstrate continuing professional development (CPD) as a key part of achieving and retaining professional status.

CPD is specific to each individual's needs and encapsulates an individual's personal development needs to ensure they remain up to date both professionally and personally;

There are a number of opportunities for employees to apply to undertake staff development activities to ensure the required levels of CPD are achieved and to support their future career aspirations. These opportunities include:

- externally run courses, seminars and conferences
- in-house staff development days
- formal learning via the Further Study Process
- external industrial / commercial work placement
- attainment of professional teaching qualifications (TQFE and PDA)
- unstructured learning
- secondments (internal and external)
- on-the job-training
- coaching / networking
- participating in special projects / committees

Please contact your HR Business Manager for further details of these opportunities and guidance on how to apply.

MANAGING AND SUPPORTING PERFORMANCE PROCEDURE

4 REVIEW AND REFLECTIVE PRACTICE

4.1 THE PROCESS

In order to improve the performance of the College year on year there is a need to be clear about the objectives of the College and how these can be achieved. This is the principal aim of our Corporate/Operational Planning which individual employees contribute towards via their review/s and their reflective practice.

The key aims of review/s and reflective practice are to:

- provide a clear framework of the objectives for each employee and the mechanisms to achieve this

- emphasise the link between the contribution of the employee and the overall success of the College, therefore enhancing their sense of contribution
- agree and set clearly defined, achievable targets against which to monitor progress
- motivate employees to track and enhance their own contribution
- encourage a culture of open feedback and communication
- focus on continuous development
- provide a vehicle for career progression

Reflective practice incorporating the review process acts as a vehicle to support employees and line managers in identifying and achieving objectives and a way for employees to deepen their learning through recognising and articulating what they are learning on a moment by moment basis (extract from CIPD worksheet on reflective practice) . This will then enable the provision of tailored development and support activities to assist the employee in achieving their objectives.

Reflective practice is ongoing and does not follow a cycle. Line Manager's will still undertake a formal review meeting with their staff on an annual basis in addition to regular one to one meetings as required.

For staff, reflective practice can be linked to the professional standards set by their professional body. This will in turn assist staff in demonstrating their meeting the requirements of their relevant body as required under their responsibilities to their role performance.

5 SUPPORTING ROLE FULFILLMENT

5.1 THE PROCESS

The continued success of the College is dependent upon employees achieving and maintaining high standards of performance in their role. On occasion employees may experience difficulty in relation to their day to day work and / or in achieving their objectives. In such circumstances the College will take all reasonable steps to support and develop employees to fulfill their role and to meet their contractual responsibilities.

To safeguard the interests of both employees and the College, when acceptable work standards are not met, this procedure will be invoked to ensure a fair, consistent and transparent approach. In most situations an initial conversation will take place between the Manager and the employee. Employees will be given every reasonable encouragement and opportunity to fulfill their role.

5.2 TRAINING AND SUPPORT

All line managers will receive training in the implementation of the informal and formal procedures contained within this policy and procedure document. This will ensure that there is a consistent approach to the application of this policy and procedure throughout the College.

HR Business Managers will also be available to provide advice to employees and line managers, as well as participate in the informal and formal procedures if required.

5.3 INFORMAL PROCEDURE

If employees are concerned about their performance they should arrange to have an informal discussion with their line manager at the earliest opportunity. Equally, where their line manager first identifies concerns with performance, they will arrange for an informal discussion with the employee to establish the reasons for this. Employees will be given reasonable notice of this meeting by their line manager.

5.3.1 PURPOSE OF THE INITIAL MEETING

The purpose of the meeting is to:

- discuss performance issues
- discuss any circumstances or reasons which impact on the employee's performance
- discuss support and/or training required
- identify areas for improvement
- agree a Performance Support Plan, which will detail:
 - the standards of performance which are expected
 - timescales for improvement
 - appropriate support to help the employee achieve the required level of performance
 - review dates.

It is important that employees are as open and honest as possible at this initial meeting to ensure that their line manager fully understands their circumstance, to enable the line manager to take the appropriate action to support the employee and address the identified issues. Where appropriate, support mechanisms which are relevant to the employees' circumstances will be put in place to assist them in reaching the agreed standard of performance, such as training and development, counselling or allocation of a mentor etc.

Employees will be required to sign and return the Performance Support Plan to their line manager.

Employees will also be advised that failure to reach the agreed work standards within the agreed timescales may result in a recommendation to proceed to the formal procedure under the College's Disciplinary and Dismissal Policy and Procedure .

5.3.2 AFTER THE MEETING - MONITORING PERFORMANCE

Following the meeting the line manager will continue to monitor the employees' performance against the agreed Performance Support Plan through agreed interim review meetings. This is a two way process; employees are responsible for ensuring the required levels of performance are achieved and their manager will ensure that the appropriate support is put in place. Employees and managers may seek further guidance and advice from their HR Business Manager.

5.3.3 REVIEW MEETING

The line manager will arrange to meet with the employee at the agreed review dates. If they have achieved the outcomes of the Performance Support Plan, their line manager will continue to support them, as required, to maintain this.

If the employee has not managed to reach the outcomes of the Performance Support Plan by the review date their line manager may recommend progressing to the formal procedure. The line manager will inform the employee if the matter is to progress to the formal procedure.

5.4 FORMAL PROCEDURE

Where an employee has not managed to meet the agreed level of performance or in cases of underperformance, their case will be progressed to the formal procedure in accordance with the College's Employee Disciplinary and Dismissal Policy and Procedure.

5.5 CONTINUOUS OR SIGNIFICANT UNDERPERFORMANCE

If a line manager reasonably believes that an employees' underperformance is having a serious or repeated effect on the department/teams overall performance, they may choose to omit the informal stage of this process. In such circumstances, and where justified, the case will move to formal stage in line with College's Employee Disciplinary and Dismissal Policy and Procedure, this may result in disciplinary action. The case will be ratified by a member of the Senior Management Team, or their representative before any decision is made.

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