

Performance Management Policy

Shere Parish Council (SPC) takes performance management and people development seriously.

Performance Management Process

Shere Parish Council's performance reporting year runs between April and March (check). Objectives and development plans are agreed and documented at the start of the year between the employee and their line manager. A performance appraisal report (example at Annex 1) is completed at the end of the year.

Performance reviews should highlight employees' achievements against objectives and any additional work undertaken. The reviews should also identify areas for personal development of both knowledge and skills. Employees are encouraged to develop their skills through training (both on the job and courses), taking on new projects, and new tasks.

Performance Improvement

Step 1 – Informal Procedure

In circumstances when a line manager or the HR Committee considers an employee needs to improve their performance in a specific area, the line manager will discuss the issue openly and supportively with the employee.

Examples of under-performance include: failing to apply office procedures correctly, failing to follow up and progress agreed actions, ineffective staff management.

The line manager will explain clearly and specifically what areas of performance the employee should improve and with the employee agree the support that will be offered and agree an appropriate timescale for improvement. The line manager should advise the employee (in writing) that if performance does not improve in the timescale agreed then the formal poor performance procedure will start. A copy of this policy should be attached. The line manager should keep notes of the content of the meeting for future reference.

The line manager and the employee will informally review progress during the timescale agreed and if performance has improved to the required level then the matter will end there so long as progress is maintained.

Formal Procedure

Step 2

If performance does not improve the line manager will discuss with the employee the improvement needed, agree a timescale for action and agree what support will be provided. The line manager will follow up by setting this out in writing and the employee should confirm receipt and agreement in writing. Timescales should allow time for improvement and will normally not exceed 3 months.

If satisfactory improvement is not made in the timescale, the line manager will arrange another meeting to review performance. The employee will be given at least 48 hours

advance notice of the meeting and offered the opportunity to be accompanied by a member of the Council (staff or councillor) for support.

At the meeting, the line manager will explore with the employee why performance has not improved. If pre-agreed support has been adequately provided, performance has not improved and there are no exceptional circumstances (eg ill health, bereavement) then the line manager will give a final notice period of 3 months. The line manager will explain clearly that if there is not sufficient improvement in performance at the end of this period then employment will be terminated. A note of the meeting should be taken and a copy sent to all present and copied to members of the HR Committee. The employee should confirm receipt of the record of the meeting and agree that it is factually correct.

Step 3

At the end of the 3 months, if the line manager considers insufficient progress has been made and there are no extenuating circumstances (eg ill health, bereavement) then the employee's contract will be terminated. The line manager will confirm dismissal in writing. Notify the employee of their right to appeal and clarify whether s/he is required to work their notice or whether their contract is terminated with immediate effect and s/he will receive pay in lieu of notice.

Appeal

The employee has the right to appeal to the HR Committee. An appeal should be submitted in writing to the HR Committee within 7 days of the formal notification of dismissal. The HR Committee and an appropriate independent person will examine the appeal and the relevant HR documents and then interview the line manager and the employee. Employees will be given at least 48 hours advance notice of the meeting and they may be accompanied by a friend or another member of the Council who will be there as an observer, but not a contributor. At the end of the meeting, the HR Committee will retire to consider whether to uphold or dismiss the appeal. The employee will be notified of the result within 7 working days of the meeting.

If the line manager is a member of the HR Committee, s/he will be replaced by another councillor previously not involved in the case for the purposes of the appeal.