

## Your Performance Matters Policy

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# Lincolnshire Community Health Services NHS Trust

## Your Performance Matters Policy and Procedure

### Version Control Sheet

Version	Section / Para / Appendix	Version / Description of Amendments	Date	Author / Amended by
1	New policy	Merging P_HR_49 (Managing Employee Performance and Capability), P_HR_59 (Appraisal) and P_HR_62 (Incremental Pay Progression)	June 2017	Rachael Potter
2	Review of policy	Simplified and re-ordered.	May 2019	Clare Nock
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## Lincolnshire Community Health Services NHS Trust

### Your Performance Matters Policy Statement

<b>Statement</b>	This policy and procedure applies to all employees and the aim is to ensure consistent and fair treatment for all in the organisation. Every member of staff has a personal responsibility to achieve and sustain high standards of performance and conduct at all times and to comply with this policy, reflecting our values expressed in the LCHS Way; We listen, We care, We act, We improve.
<b>Responsibilities</b>	As above.
<b>Training</b>	Tailored training workshops are provided for managers.
<b>Dissemination</b>	Website.
<b>Equality &amp; Diversity</b>	This policy aims to meet the requirements of the Equality Act 2010 and ensure that no employee receives less favourable treatment on the grounds of gender, sexual orientation, transgender, civil partnership/marital status, appearance, race, nationality, ethnic or national origins, religion/belief or no religion/belief, disability, age, carer, pregnancy or maternity, social status or trade union membership.

# Your Performance Matters Policy

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# **Your Performance Matters**

## **1.0 Introduction**

In order to succeed as an organisation, it is vital that we focus on doing the 'right' things in the 'right' way. This performance management framework focuses all our efforts on these objectives whilst at the same time giving you the satisfaction of knowing what we expect, receiving regular feedback and discussion on how you are doing, recognising your successes and supporting your development.

We all have a responsibility to achieve and maintain the standards that have been outlined to us and that are in accordance with our job role. In order to do this we must have a clear understanding of the expected standards required to perform our duties and in addition we must work with our managers to identify development areas as part of our continuous professional development. In addition, we are required to attend mandatory training on an annual basis and any other relevant training identified for our roles.

## **2.0 Performance Management Framework**

### **2.1 One to Ones**

One to Ones are a way in which you can have on-going and regular discussions with your manager about how you are performing. Your manager will provide you with feedback so that you can receive recognition for what is going well and also be made aware of any areas that need improving.

As part of your one to one, you will receive feedback from your manager on your performance, which will be supported by evidence and examples. Your achievements will be recognised and if there are any areas for improvement these will be discussed. Your manager will consider all factors which contributed to your performance, including influences that have been within or outside of your control.

### **2.2 Appraisals**

The appraisal process plays a critical part in achieving the Trust's objectives and helps each of you to understand your contribution and the importance of your role in the Trust.

You will have an annual appraisal with your manager and this will involve:

1. Reviewing your performance against your objectives
2. Setting an overall performance rating for the year
3. Setting of objectives for the upcoming year
4. Reviewing your future development.

### **2.3 Performance and Pay Progression**

Pay progression will be based on you demonstrating that you have the required knowledge, skills/competencies and behaviours for your role and that you have demonstrated the required level of performance and delivery during the year.

Your appraisal will be used to determine whether pay progression should be awarded or not.

Incremental pay progression will not be awarded if;

- Your performance is not satisfactory;
- You have not completed your mandatory and professional training
- If you are in a managerial role and your teams' appraisals have not been completed and recorded within the required timeframe;
- If you have a live formal warning in place.

### **3.0 Defining Poor Performance**

Poor performance is when individuals do not work to the standards required in their role, fail to meet objectives and/or where behaviours demonstrated are not in accordance with the LCHS Way when undertaking role.

### **4.0 Managing Poor Performance**

In the event your performance is not meeting the required standards, you will be provided with the specific areas where your performance levels need to be improved. In the first instance this will usually be managed through informal meetings (recorded conversations) and/or your one to ones. As part of these discussions you will have the opportunity to offer an explanation as to why your performance is below the expected levels for your role and be given opportunity for improvement.

#### **4.2 Informal - Performance Improvement Plan (PIP)**

In the event that following discussions via one to ones and/or recorded conversations, you continue to not meet the standards of performance in your role; you will be set a Performance Improvement Plan (PIP).

The purpose of the PIP is to be supportive in helping you improve performance and will outline;

- Specific areas where performance does not meet the required standard
- Clear objectives for improvement of performance
- Timeframes for improvement
- Identification of any support required
- Details of how improved performance will be measured

An eight week period will usually be set for you to demonstrate the required improvements as outlined in your Performance Improvement Plan. You and your manager will have regular review meetings including a review period after four weeks in order to discuss your progress against your Performance Improvement Plan objectives.

Consideration must always be given in relation to any reasonable adjustments that may need to be made to enable you to perform your duties. This is a legal requirement where there is a disability, as defined by the Equality Act 2010. In these circumstances the manager must seek advice via the HR team.

A final review meeting will take place at the end of your eight week Performance Improvement Plan. At this stage if your performance has improved and all objectives have been achieved, your manager will sign off your PIP as having been completed and will inform you that this level of performance must be maintained. Your performance will then continue to be reviewed as normal through one to ones.

At the end of the first review period if the required performance levels have not been achieved your manager will make you aware that if performance does not improve then formal action will be taken.

At the end of the eight week period, if the required performance levels have not been achieved, then you will be required to attend a formal performance meeting.

Please note extensions to the eight week period can be given in exceptional circumstances and any extensions will be discussed with you and your manager.

In cases where similar issues of poor performance have been addressed previously but performance levels fall below the expected standard in the future, then you will be informed of this through informal meetings and one to ones. The manager should contact their HR Advisor/ Business Partner to discuss the options available to address these performance issues.

### 4.3 Formal Performance Meeting

Where the required performance levels have not been achieved you will be invited to a formal performance meeting. A formal performance meeting can result in a formal capability warning being issued when it is considered that your performance levels are at an unsatisfactory level following the action and support provided in the Performance Improvement Plan.

The formal stages and possible outcomes are detailed in the below table:

Formal Stage	Possible Outcomes	Capability Warning Duration
Stage 1	No further action A further four week PIP First Capability Written Warning	6 months
Stage 2	No further action A further four week PIP Final Capability Written Warning	12 months
Stage 3	Dismissal on the grounds of Capability	N/A

#### General Principles of Formal Performance Meetings:

**Notice of Meeting** - A maximum of two dates will be offered for any formal meeting allowing seven calendar days' notice. Following which, should the employee be absent without reasonable mitigation, an outcome will be decided in absentia.

**Details of Poor Performance** - you will be provided with the specific areas where your performance levels need to be improved and any documents of relevance to be discussed during the formal meeting.

**Right to Representation** - you will be notified of your right to be accompanied by a trade union representative or a work colleague during formal meetings.

**Note taker** - A note taker may be present to make non-verbatim notes during formal meetings.

**Decision in Writing** - Written confirmation of formal outcomes will be provided to the employee, along with the right of appeal where applicable.

**Right of Appeal** - Where an employee has the right of appeal against a decision, this will be detailed within the written confirmation of formal outcome provided to the employee.

An employee who wishes to appeal a decision must do so in writing within seven calendar days of confirmation of the outcome in writing, stating the grounds for appeal.

The appeal Chair will be independent and of a level of seniority above that of the original decision maker. Additional panel members may also be invited where this is deemed necessary.

The panel will hear the appeal and decide the case as impartially as possible. It is open to those hearing the appeal to consider if the original decision will be confirmed, revoked or replaced with an alternate decision according to their judgement as to the appropriateness of the decision at the previous stage having regard to all the circumstances of the matter.

The final decision given at the stage of an appeal will be confirmed in writing and there will be no further right of appeal.

## **5.0 Probationary Periods**

For employees within their probation period, the implementation of this policy should be considered alongside the Probationary Policy and Procedure and to the probation period timeframe, which may be extended as a result.

## Monitoring Template

Minimum requirement to be monitored	Process for monitoring e.g. audit	Responsible individuals/group /committee	Frequency of monitoring /audit	Responsible individuals / group / committee (multidisciplinary) for review of results	Responsible individuals / group / committee for development of action plan	Responsible individuals / group / committee for monitoring of action plan
Appraisal compliance & quality	Qlikview	Operational Managers. People Executive Group	Annual HR – quality audit	HR, People Executive Group	Operational Managers, People Executive Group	Operational Managers, People Executive Group

## Equality Analysis

A.	Briefly give an outline of the key objectives of the policy; what it's intended outcome is and who the intended beneficiaries are expected to be	This policy provides a standard framework for overcoming difficulties of staff performance in a fair and consistent manner, with the focus on encouraging improvement through clear objective setting and development support to ensure staff are aware of what is expected of		
B.	Does the policy have an impact on patients, carers or staff, or the wider community that we have links with? <b>Please give details</b>	Staff		
C.	Is there is any evidence that the policy\service relates to an area with known inequalities? <b>Please give details</b>	No		
D.	Will/Does the implementation of the policy\service result in different impacts for protected?	No		
		Yes	No	
	Disability		√	
	Sexual Orientation		√	
	Sex		√	
	Gender Reassignment		√	
	Race		√	
	Marriage/Civil Partnership		√	
	Maternity/Pregnancy		√	
	Age		√	
	Religion or Belief		√	
	Carers		√	
	<b>If you have answered 'Yes' to any of the questions then you are required to carry out a full Equality Analysis – please go to section 2</b>			
The above named policy has been considered and does not require a full equality analysis				
<b>Equality Analysis Carried out by:</b>		Clare Nock		
<b>Date:</b>		8 <sup>th</sup> May 2019		