

ARK HOUSING ASSOCIATION LIMITED (ARK)

PERFORMANCE MANAGEMENT POLICY

1.0 ARK'S VALUES

1.1 Our organisational values are the basis for everything that we do from providing housing, care and support to tenants and service users to ensuring that staff have clear standards of performance set. ARK believes that everyone should have the opportunity to lead a happy, healthy and safe life. We value:

- the worth of each person
- trusting relationships
- understanding difference
- challenging oppression
- personal and organisational accountability
- caring for our physical environment
- enjoyment

1.2 All ARK policies and procedures are underpinned by our values and we will ensure that our employees are treated fairly, consistently and in line with our values.

2.0 INTRODUCTION

2.1 ARK is committed to improving organisational performance and we believe this can be achieved through the effective management and development of our people. Performance Management is an important part of our work and regular reviews between the employee and their line manager will allow us to reflect on how we are doing and to plan for our development.

2.2 An effective Performance Management Process will not only develop and improve individual performance but also align such effort with team and organisational aims.

2.3 It is expected that whilst implementing and working within the scope of this policy, that all managers and employees will promote and evidence the stated values of ARK.

3.0 SCOPE

3.1 This Policy extends to the employees of ARK, including the Chief Executive and all Directors. ARK will recognise this Policy and observe the minimum standards within any Performance Management Process developed by them.

4.0 PRINCIPLES

ARK's performance management process aims to;

- Be clear and understood by all participants
- Be fair and equitable
- Reflect individual achievement
- Remain confidential amongst relevant parties
- Encourage and facilitate personal development

5.0 OBJECTIVES

The objective of ARK's performance management process is:

- To create a culture of line manager and employee working in partnership
- To motivate staff
- To provide feedback to both employee and line manager
- To increase self-awareness and reflective practice
- To align individual objectives and targets with the business objectives (ARK's Balanced Scorecard)
- To improve individual, team and organisational performance
- To identify training, learning and development needs
- To identify and evaluate individual skill, knowledge, expertise, behaviours and competence
- To provide appropriate coaching and mentoring to staff as required

6.0 APPROACH AND METHOD

- 6.1 The performance management process will be on an annual cycle.
- 6.2 All employees will participate in regular formal meetings (sometimes known as supervision / group supervision / peer coaching or 1:1's) at least every 8-10 weeks.
- 6.3 Formal meetings will assess progress towards the achievement of individual objectives, personal development plans and individual progress.
- 6.4 Formal meetings will be recorded, and the employee's performance will be tracked or assessed, using a combination of the following tools provided for this purpose:
- Annual Objectives Form
 - Probationary Appraisal
 - Supervision Record
 - Behavioural Competency Assessment
 - Performance Improvement Plan
 - Annual Assessment)
- 6.5 To ensure that the selected tool is used appropriately, both employee and line manager will refer to the "How To Guides" available for each of the tools listed above.
- 6.6 A written record of each formal meeting that takes place will be kept, and will be signed by the employee and their line manager.
- 6.7 An employee who disagrees with the content and/or assessment from any of the formal meetings should discuss this with their line manager.

7.0 PROBATIONARY PERIOD / PROBATIONARY APPRAISAL

- 7.1 All new employees starting with ARK will undertake a 6 month period of probation and a probationary appraisal during this period
- 7.2 The frequency, structure and content of formal performance management meetings for new employees will be guided by ARK probationary appraisal process, with the discretion of their line manager. However, the process will contain a set of objectives, set by the line manager, for completion during the probationary period.
- 7.3 Where the outcome of the probationary appraisal is unsatisfactory, the line manager may choose to extend the probation period, or in conjunction with HR, may choose to terminate the contract of employment.

8.0 ANNUAL OBJECTIVES / ANNUAL APPRAISAL

- 8.1 Following the completion of the Probationary Period employees will meet formally with their line manager to establish objectives for the remainder of the time between the end of the probationary period and the following April.
- 8.2 Following this, objectives will be set on a 12 month cycle beginning in April each year.
- 8.3 Each objective that has been set will be aligned to one or more of the behaviours described in the behavioural competency framework (section 9, below).

- 8.4 Employee progress against these objectives will be reviewed over the course of the year during supervision / 1:1's.
- 8.5 At the end of the 12 month cycle, employee performance against these objectives will be assessed at the annual review.
- 8.6 Both line manager and employee will prepare for all supervision / 1:1 / review meetings.
- 8.7 The employee's line manager will facilitate review meetings.
- 8.8 The information in the annual review meeting will form part of the information used to set the annual objectives for the following year.

9.0 BEHAVIOURAL COMPETENCY FRAMEWORK

- 9.1 At the completion of the first year in post, all employees will work with their manager to complete the behavioural competency framework.
- 9.2 In the event that an employee is not deemed to be competent, their line manager will provide a clear plan for development that details what the employee will need to do to achieve competence and any guidance or access to formal learning that is required.
- 9.3 Once an employee has been assessed as competent using the behavioural competency framework, their line manager will notify HR and provide a copy of the assessment and any other relevant documentation (for example, a change form).
- 9.4 Following this, the behaviours described in the behavioural competence framework will continue to be used within the annual objectives process and the Performance Improvement Process (section 10, below). However, employees do not need to complete the behavioural competency framework again in full except at their line managers or their own request.

10.0 PERFORMANCE IMPROVEMENT PLANS (PIP)

- 10.1 Where a staff member's performance is deemed to be unsatisfactory (this could be on the basis of a probationary appraisal, a behavioural competency assessment, and an annual review or during another 1:1 / supervision meeting) the manager may choose to use a PIP.
- 10.2 The PIP must contain clear and detailed descriptions of the performance improvements that are needed for the employee to meet their role requirements and timescales against which this improvement must be demonstrated (please see the PIP "How to Guide" for more detail).
- 10.3 The employee and their manager will have regular informal and formal meetings during the period covered by the PIP to review the employee's progress.
For example, if the PIP is scheduled to last 12 weeks, it would be expected that the employee and their manager would meet informally every week to review the employee's progress and would meet formally every 4 weeks to assess the employee's progress against the requirements outlined in the PIP.
- 10.4 In the event that the performance requirements detailed in the PIP are met, the employee re-engages with the objectives and timescales identified as part of the annual objectives.
- 10.5 In the event that the employee does not achieve the practice requirements detailed in the PIP (as assessed during any of the formal meetings during the PIP) the manager will have the option of extending the PIP and or issuing a capability warning.

For example

- In the 12 week PIP example provided above, an employee who is assessed as not meeting or progressing towards the performance standards identified in the PIP after four weeks may be issued a first capability warning (which would stay live in their HR file for 12 months). The PIP would also be extended.

- If they are again assessed as not meeting or progressing towards the identified performance standards after 8 weeks they may be issued with a second capability warning (which would stay live in the HR file for 18 months).
- If they are again assessed as not meeting the performance standards identified in the PIP at the completion of the PIP then they may on the grounds of capability have their contract of employment terminated.

11.0 SUPERVISION

- 11.1 Within ARK, supervision is a regular 1:1 meeting between the supervisor (e.g. line manager) and employee.
- 11.2 Whilst supervision will take place every 8-10 weeks as a minimum it can be held more frequently if there are particular circumstances, for example: a more complex caseload or crisis.
- 11.3 Group Supervision (the simultaneous supervision of a group of employees by a line manager) and Peer Coaching (structured support offered by an employee's peers, rather than their line manager) are activities that can be used to support the supervision process.
- 11.4 Guidance on the content and practice of supervision or 1:1's can be found in the supervision "How to Guide".

12.0 EQUALITY & DIVERSITY

- 12.1 All employees and managers of ARK will not discriminate in the operation of any of its policies on the basis of age, gender, race, colour, ethnic or national origin, religion or belief, marital status, family circumstances, political or sexual orientation, medical condition or disability.
- 12.2 ARK aims to promote equality of opportunity for all and complies with the current legal requirements in relation to equality and diversity issues.

13.0 PROCESS MONITORING AND REPORTING

- 13.1 The Human Resources Team will support all employees by:
- Advising on the performance management process
 - Carrying out regular checks to ensure that all members of ARK are complying with the principles, objectives and the minimum standards of this Policy.
 - Report on an annual basis, following the completion of year-end reviews, to the Senior Management Team an analysis of performance reviews carried out and recorded.

14.0 APPEALS AND COMPLAINTS

- 14.1 Employees have the right to appeal against any decisions made on matters covered by this Policy according to the HR 19 Grievance Policy and the HR 18 Disciplinary Policy.

15.0 POLICY MONITORING AND REVIEW

- 15.1 The Head of Organisational Development is responsible for ensuring that this policy is implemented.
- 15.2 The Head of Organisational Development will ensure that this policy is reviewed at least every three years.

Approved by Board of Management in: March 2017
Approved by Unite: October 2016
Next review of policy due by: October 2019