

## **BARNSLEY METROPOLITAN BOROUGH COUNCIL**

**This matter is not a Key Decision within the Council's definition and has not been included in the relevant Forward Plan**

### **REPORT OF THE SERVICE DIRECTOR - HUMAN RESOURCES & BUSINESS SUPPORT**

#### **IMPROVING EMPLOYEE PERFORMANCE POLICY**

##### **1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to seek approval to implement revisions to the existing Improving Employee Performance policy.

##### **2. RECOMMENDATIONS**

- 2.1 **It is recommended that Cabinet approve the revised Improving Employee Performance policy.**

##### **3. INTRODUCTION**

- 3.1 The current Improving Employee Performance policy is a policy that is increasingly being used to bring about improvements in employee performance. However this increase in usage has highlighted misunderstandings around the informal process because the first stage of the formal process is called the Informal Action Plan.
- 3.2 The intention of the policy was that performance issues should be addressed through the normal performance mechanisms i.e. the discussions, meetings etc. which are already regularly held by managers e.g. one to ones and Performance and Development Reviews (P&DR's). The approach was that managers would manage performance through an informal, supportive approach and only resort to the formal process as a last resort
- 3.3 In practice managers have started the process of performance management at the Informal Action Plan stage which is the first stage of the formal process and not addressed the issues informally. Once this has been identified managers have then had to restart the process at the informal stage thereby increasing the time to address performance concerns.

##### **4. PROPOSAL AND JUSTIFICATION**

- 4.1 The revised policy is intended to make it clear that managers should address any performance issues initially through the normal performance mechanisms that operate in their service / team.

- 4.2 The formal process continues to comprise of 2 stages and 2 action plans which have been renamed Stage 1 and Stage 2 (from Informal and Formal) to remove the confusion between the informal and formal parts of the process.
- 4.3 If the normal performance mechanisms do not bring about a satisfactory improvement in performance then the manager will put together a formal Stage 1 Action Plan with clear targets for improvement and any required support. Following a review of the Stage 1 action plan, if performance has not improved satisfactorily then a formal review meeting will be held with an independent manager. If it is deemed that there are still concerns regarding performance then a Stage 2 action plan will be issued incorporating revised targets and any additional support.
- 4.4 Following a review of the Stage 2 action plan if concerns regarding performance remain then a final formal meeting is held to determine the appropriate course of action which may result in the employee's dismissal
- 4.5 The policy provides a robust framework which enables concerns regarding performance to be highlighted and addressed in a supportive and timely manner.
- 4.6 It is imperative that this policy is workable and enables services to address performance issues in a fair, consistent and timely manner.
- 4.7 Agreement to this report will assist the Council in supporting employees and managers in situations where there are concerns regarding performance, allowing these to be dealt with in a fair, consistent and timely manner, therefore minimising any negative impact on the Council.

## **5. CONSIDERATION OF ALTERNATIVE APPROACHES**

- 5.1 The alternative to the implementation of this revised policy is to continue with the current Improving Employee Performance Policy, preventing managers from being able to support their employees and deal with performance issues in a timely manner.

## **6. IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS**

- 6.1 The implementation of this policy provides the framework to ensure that Council employees maintain a satisfactory level of performance, assisting the Council to function efficiently and effectively.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 There are no direct financial implications arising from this report.

## **8. EMPLOYEE IMPLICATIONS**

- 8.1 By implementing the revised policy employees whose performance is deemed unsatisfactory will be supported and encouraged to improve, following a fair, consistent and timely process to enable them to fulfil the requirements of their role.

## **9. LEGAL IMPLICATIONS**

9.1 There are no direct legal implications arising from this report.

## **10. CUSTOMER AND DIGITAL IMPLICATIONS**

10.1 There are no direct implications arising from this report.

## **11. COMMUNICATIONS IMPLICATIONS**

11.1 The policy will be displayed on the HR Intranet and the changes will be detailed in an article in StraightTalk.

11.2 For employees who do not have access to e-mail / intranet facilities, managers will be responsible for communicating this information to their teams.

11.3 Human Resources Business Partners and Advisors will be available to provide advice to employees / managers / head teachers / members.

11.4 The existing POD course will be updated and a bitesize training / briefing session developed to ensure managers / head teachers are aware of the policy and to ensure it is implemented fairly and consistently.

## **12. CONSULTATIONS**

12.1 The trade unions have been consulted and are in agreement to the proposed changes.

12.2 HR and Legal colleagues have also been consulted and had their input into the proposed changes.

## **13. THE CORPORATE PLAN AND THE COUNCIL'S PERFORMANCE MANAGEMENT FRAMEWORK**

13.1 The implementation of this policy provides the framework to ensure that Council employees maintain a satisfactory level of performance and support the Council's performance objectives.

## **14. PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION**

14.1 This policy applies equally to all employees but takes account of situations where adjustments may be required to enable an employee to maintain an acceptable level of performance e.g. relating to a disability.

## **15. RISK MANAGEMENT ISSUES**

15.1 Implementing revisions to this policy will contribute towards ensuring that all employees are performing satisfactorily, therefore reducing risks to the provision of Council services.

**16. HEALTH, SAFETY AND EMERGENCY RESILIENCE ISSUES**

16.1 Risks to the Council are minimised where employees are performing satisfactorily in their roles and this will be supported by the implementation of this revised policy.

**17. COMPATIBILITY WITH THE EUROPEAN CONVENTION ON HUMAN RIGHTS**

17.1 This Procedure is compatible with the European Convention on Human Rights.

**18. LIST OF APPENDICES**

Appendix A – Improving Performance Policy

Appendix B – Performance Framework Flowchart

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Financial Implications/Consultation



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*(To be signed by senior Financial Services officer)*