

# CAERPHILLY COUNTY BOROUGH COUNCIL

## MANAGING JOB PERFORMANCE PROCESS

**MAY 2010**

**This procedure does not apply to teaching employees.**

### **NOTE**

Wherever the designation Manager is used throughout this procedure, it is taken to mean Head of Service, Line Manager, Supervisor, Officer in Charge, Head Teacher or anyone who has supervisory responsibility.

For employees appointed by the school Governing Body, any appeals, and where appropriate the original hearing, will be dealt with by the relevant panel of the Governing Body.

Personnel Support to schools in managing this policy will be subject to any SLA in force at the time.

For school-based staff, where reference is made in this document to Performance Development Reviews (PDRs), this should be substituted for the process adopted by the Governing Body where PDRs are not used.

## **INTRODUCTION**

1. Caerphilly County Borough Council is committed to the provision of high quality services to the residents of the County Borough. In order to enable it to provide those services it is essential that CCBC/the Governing Body supports its workforce to consistently perform to its full potential. This involves fostering a culture of continuous improvement in which every employee takes responsibility for their own performance.
2. In order to support this culture of individual and corporate performance improvement, Caerphilly County Borough Council has developed the Performance Development framework and an individual and corporate performance management framework. These structures enable employees to understand how their performance contributes to achieving their Service Area's objectives and therefore contributing to the continuous performance improvement process. Where the Governing Body has not adopted this framework, it is recommended that they apply the principles of the process to the performance management system that is in use.
3. Caerphilly County Borough Council/the Governing Body acknowledges and rewards the development of employees in their post through the granting of the annual incremental increase in salary until the maximum of the grade is reached.
4. The Council/Governing Body recognizes that whilst the majority of employees will be performing to at least an acceptable level, there will be some circumstances where individual employees fail to perform to the required standards and therefore be underperforming. This procedure provides information on how employees who are not performing to the required standards will be managed.
5. This process provides Managers/Governing Bodies with a framework for assisting employees who do not perform to an acceptable level in line with individual, corporate, national or professional standards. In these cases the overall objective is helping the employee to achieve and maintain acceptable performance standards.
6. Job performance issues will not be ignored. Managers are responsible for dealing with any issues that arise within their areas of responsibility. These issues will be dealt with in a timely manner so as to try and ensure that the employee is performing to the expected standards as soon as possible.
7. This process will be applied in a fair, systematic and consistent manner in line with all the relevant legislation in force at the time of writing.
8. This process will not be used to address performance issues concerning the medically certified long-term sickness absence of an employee.

## **SCOPE OF THE PROCESS**

9. This process applies to all employees except those school based support staff for whom the Governing Body sets the local terms and conditions of employment unless adopted by the Governing Body. This procedure is recommended to school Governing Bodies for adoption.
10. This process does not apply to the Chief Executive, the Council's Monitoring Officer, the Council's Section 151 Officer or teaching employees as separate procedures applies to these posts.
11. The Council's relevant recognized trade unions have been consulted on the introduction of this process.
12. The effective date of this process is zz or the date of adoption by the Governing Body for school based employees.

## **GENERAL PRINCIPLES**

13. When a Manager identifies that an employee's performance is not up to the required standard for the post they should always, in the first instance, do so in a positive, supportive manner. The meeting should always be constructive with the objective of encouraging and helping the employee to improve to the standard required. Managers should also make employees aware of the Council's Employee Assistance Programme as this will provide them with support should the employee feel that it would be beneficial.
14. All employees will be expected to co-operate fully with their Manager to establish the reason for and manage the alleged under performance.
15. In the first instance, all issues relating to an employee's performance should be dealt with informally via the normal supervision and the Performance Development Review process. These processes provide an opportunity for the Manager to reinforce the required performance standards expected of the employee, for discussing the employee's performance over the last year and for setting performance improvement targets for the forthcoming year.
16. If after these processes have been completed and if the required performance level is still not satisfactory, the Manager will invoke the formal process, which is outlined in the Council / School's Disciplinary Procedure.
17. If the alleged under performance is proven, the employee will be issued with a disciplinary warning under the Council's Disciplinary Procedure. In some cases, the warning may be accompanied by a financial penalty. All warnings will remain on an employee's personal file indefinitely but subject to satisfactory conduct and job performance, they will be disregarded for disciplinary purposes after their expiry date. The expiry dates are those outlined in the relevant Disciplinary Procedure. Any financial penalty sanctioned will remain in place for the period of the warning. However, it will not automatically follow that the financial penalty will expire with the warning. The financial penalty will only expire when job performance meets the required standard.
18. Any amendments to salary for underperformance issues will last for the period of the warning. At the end of this period if the job performance has reached the required standard, then the financial penalty will be removed and the employee will be placed on the spinal column point where they would have been if the penalty had not been imposed. The employee will then follow the normal incremental progression from the date that the warning expires as long their performance is of a satisfactory standard. For example if a warning expired on 30<sup>th</sup> November, the employee would receive their increment from 1<sup>st</sup> December and then the next increment (if there is further incremental headroom) six months later on 1<sup>st</sup> June. If the warning were to expire on 31<sup>st</sup> July, the employee would receive their increment from 1<sup>st</sup> August and then the next increment (if there is further incremental headroom) on the following 1<sup>st</sup> April.
19. To support the employee, a plan will be developed and objectives set and agreed between both parties to ensure that the employee's job performance reaches acceptable levels.
20. If job performance has not improved to the acceptable standard defined in the agreed plan, the Manager will invoke the next stage of the Disciplinary Procedure. An employee will have the right to appeal against any disciplinary sanction imposed.

## **INTERPRETATION OF THE PROCESS**

21. In the event of a dispute relating to the interpretation of this process, Corporate Personnel Services will make the final decision on interpretation.

## **MONITORING OF THE PROCESS**

22. Corporate Personnel will monitor the outcome of this process for equality purposes on an annual basis.

## **REVIEW OF THE PROCESS**

23. A review of this process will take place when appropriate. Any amendments will be consulted on with all the relevant parties. However, in the case of amendments relating to legislative requirements, the process will be amended and reissued.

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