

Performance Management & Development

Performance Management & Development Policy

The scope of this policy for Constructing Equality Ltd is the entire workforce whether senior management or support staff, permanent or contract, full-time or part-time and begins from the point of induction.

Constructing Equality Ltd believes that their performance management policy should foster a culture of continuous improvement within the people resource of the business in complement to the continuous improvement ethos held for the business itself.

Constructing Equality Ltd want staff to feel valued, heard and understood as well as challenged and an intrinsic part of the business's continued development and success.

At the same time Constructing Equality Ltd has a philosophy supportive of capacity building from within to drive effectiveness as well as continued staff buy-in with succession planning being a key driver and demonstrating the value that the business places on their staff from the outset.

Therefore it is the policy of Constructing Equality Ltd in managing performance to ensure that corporate objectives directly link and drive performance improvement through the personal, team and organisational objectives and KPIs of everyone within the business.

Appropriate levels of personal accountability, transparency and responsibility within individual roles support the drive for high performance in a culture of continued growth personally and organisationally.

Constructing Equality Ltd sees the performance management and development process as a continuous cycle of performing, reflecting, evaluating, reviewing underpinned with negotiating and focusing that ties the individual's performance directly to the performance of the business and the capacity of the business and individual to achieve the goals set.

This process of, and approach to, performance management and development for the individual is echoed in reviewing, reflecting, evaluating and refocusing governing all business practices and processes to ensure the continuous development of the business as well as the people.

As a standard all staff are accountable for: -

- Participating in a performance management and development process consistent with this policy.
- Demonstrating and being accountable for their performance in relation to the implementation of organisational, individual and workplace goals and KPIs.
- Participating in on-going review and formal performance review meetings.
- Participating in appropriate and related professional development as required.

Managers are responsible for:

- Exercising leadership by working with staff members to implement the performance management and development process consistent with the policy.
- Providing continuing support and feedback to staff members

- Assisting in the identification of, and participation in, appropriate and related professional development as required.

The manager and staff member will identify appropriate goals for the staff member and ensure appropriate progress towards their achievement in accordance with the timeframes as outlined in relevant support and implementation documents.

Monitoring, review, evaluation and reporting

Constructing Equality Ltd will monitor the currency of this policy and will report on its effectiveness annually, or as required.

All managers are responsible for the operation of this policy and the implementation of the procedures for their relevant staff

Any concerns or queries relating to this policy should be directed to the HR Manager in the first instance.

(Where action is required to be taken with individual employees in respect of their achievement of satisfactory performance levels, the Capability Procedure or their Contract of Engagement should be consulted and referred to, as applicable.)

Performance Management Schedules*

Managing Director – Upward feedback – annually

Management Team – Full Performance Review – every 4 months / monthly catch-up

Management Team Probationer – Probationary Reviews – monthly for 3 months

Experienced Staff – Full Performance Review – every 4 months / monthly catch-up

Experienced Staff Probationer – Probationary Reviews – monthly for 3 months

Apprentices / Trainees (incl. Probationers) – Full Monthly reviews

Assessors – Annual Appraisal, catch-up post each assignment, informal review every 4 months

** These schedules are standard whether full-time / part-time / temporary / fixed-term / permanent*

Training Plan

The CEq training runs on a calendar year and is updated with planned and completed training and development after appraisals and performance management reviews are completed.

The Training Plan is a live document edited by the Operations Manager.

Staff Appraisal Form

Name	Position
Dept Constructing Equality Ltd	Location Office
Date	Appraiser
Duties / Responsibilities	
-	
-	
-	
-	
-	
-	
-	
How has the last review period been?	
What are your most important achievements since last review?	
What elements of your current workload are most challenging? Why?	
What are the most important tasks / aims for next review period?	
What action can be taken by <i>you</i> to improve your current performance?	
What action can be taken by <i>your manager</i> to improve your current performance?	
What development might support your current position?	

Objective	Measure / Standard	Score	Comment
1			
2			
3			
4			
5			
6			

Grade the staff member 1-9 for performance in the following areas (1 = low, 9 = high)			
commercial judgement		creativity	
product/technical knowledge (where relevant)		problem-solving and decision-making	
time management		team-working and developing others	
planning, budgeting and forecasting		energy, determination and work-rate	
reporting and administration		steadiness under pressure	
communication skills		leadership and integrity (where relevant)	
delegation skills		adaptability, flexibility, and mobility	
IT/equipment/machinery skills		personal appearance and image	
meeting deadlines/commitments		corporate responsibility and ethics	

Appraisee: _____ **Appraiser:** _____ **Date:** _____

Grade/recommendation/summary as applicable: _____