

Section 7b – Performance Management



HUMAN RESOURCES DEPARTMENT

GUIDANCE NOTES

ANNUAL PERFORMANCE DEVELOPMENT REVIEW PROGRAM

1.0 Introduction

The degree to which an organisation successfully develops their employee's range of skills and depth of knowledge and experience has a direct impact on organisational results, public image and the ability to manage business.

Performance appraisals are a key aspect of any organisation's operation. They form the foundation for employee achievement, development and recognition. With this in mind the process of evaluating or measuring individual's achievements against set objectives is very valuable for both employees, Managers, and the HPC in meeting business needs. Constructive feedback along with direction, guidance, support and encouragement should form the basis of good performance discussions.

2.0 Timeframe

Performance reviews should be conducted at least once per year (currently as a standard across the organisation for all Departments in February of each year).

All performance reviews to have been organised and completed, with hard copies forwarded to Human Resources are to be completed by 1st March of each year.

3.0 Process

3.1 Preparation

- Human Resources to forward Managers the performance development forms and the employees electronic position description in January of every year.
- Managers to print off the electronic copies of the previous year's performance development review.
- Managers to schedule in performance reviews with each employee. Prior to the performance review taking place (least one week before) the Manager should ensure that:
 - a) The employee has a copy of the previous year's performance review;
 - b) The employee has a copy of their job description.
 - c) The proposed comments and ratings for discussion should be provided to the employee prior the view (although these may require amendment pending discussions during the review).
 - d) Managers should ensure their employees have access to HPC's Strategic Plan, any relevant Departmental Business Plans and the HPC Principles (found on the Website and/or Intranet of HPC).

- e) The Manager to type their thoughts, ratings and comments on the performance review form and provide this to the employee ahead of the meeting. These comments and ratings however are subject to change following the discussions held in the meeting.
- f) Please ensure that both Management and the employee are well aware before the performance of any significant performance issues – important and significant non-performance issues should not come as a surprise to employees in the review.

3.2 Conducting the Review

3.2.1 Employee Feedback Form

The employee feedback form is to be given to the employee by the Manager prior to the appraisal interview. This form will be directly forwarded to the Human Resources Department by the employee and is designed to collect information regarding the way the organisation manages its people.

The information from this feedback will be collated (names of employees will be kept confidential within Human Resources and not included) and made available to those managing people.

3.2.2 Individual performance for Year Ending.....

This section is used to review the achievement of the objectives set the previous year. Each objective is rated from 1-5, please can you mark 1, 2, 3, 4, or 5 in the “ratings” column. Ratings must be one number only. The “Results Achieved and Comments” column must be utilised to provide comments which support the ratings given. Ratings cannot be given unless there are comments to support the reasoning.

3.2.3 Competency

Competency is measured through 9 performance criteria where 4 ratings can be achieved. Each competency is giving a rating ranging from A-D. For each rating a comment must be provided to support the rating chosen. Ratings must be one letter only.

3.2.4 Performance Criteria for Coming Year:

This section requires Managers/Directors to set specific measurable objectives for the coming 12 months. Performance criteria to be given deadline appropriate to that particular criteria (for example, some may have 3 month deadlines, some may be greater, and some may be ongoing). These should be determined in conjunction with the employee.

3.2.5 Career Aspirations

Career aspirations should be discussed and detailed in this area. The purpose of this section is as a positive area to recognise potential, develop career progression plans and to demonstrate to both Managers and employee’s each others views on what could be achieved at HPC or in the future generally. The employee to determine what they would like their career aspirations to be, working in conjunction with input and suggestions from their Manager/Director.

3.2.6 Employee Development Plan

The employee development plan is intended to highlight areas for individual development (for example, training, coaching, monitoring opportunities and needs). These development objectives are to be mutually determined and comprehensively discussed.

3.3.7 Optional Attachment (A) for Exceptional Effort or Contribution Circumstances Only

It is not always possible to reflect an individual contribution by comparing him/her to a standard. Therefore this form is to be completed by both the person being appraised and the person completing the appraisal. The purpose is to identify any exceptional effort or contribution that a person may have made during the past 12 months. This may be a project, contribution to a new initiative or work over and above the “call of duty”.

NOTE: *The position description should be referenced throughout the review, and any changes required agreed, and sent to Human Resources.*

4.0 Following the review

- The hard copy of the review should be sent to Human Resources within one week of conducting the review. This should be typed, with live original signatures on it.
- The employee should receive a copy of the review from their Manager (electronic or hard copy).
- The electronic copy to be stored in the relevant Department’s folder on HR issues, only be accessible by the Manager of that Department and HR.
- The Manager and employee sign the performance development form during the meeting. The signature by the employee indicates that the review has been discussed with him/her - not that he/she is in complete agreement. If the employee is not in agreement with the review, there is opportunity for them to comment on this in the Comments section above the signature.

If the comments by the employee reflect significant disagreement/dissatisfaction about the contents of the performance review, the review will consequently be escalated to the next Manager in the hierarchy by Human Resources.

- The employee has completed the Employee Feedback Form and sent the form to Human Resources in an envelope marked private and confidential.

5.0 New Employees

Following the successful completion of a probationary period, Managers will formulate goals and objectives for the new starter to be assessed against in November of that year. This will occur regardless of when in the year the new employee commenced with HPC.

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