



Continuous Performance Development Procedure

Policy Statement

Designed to support a culture of high performance, the Continuous Performance Development Procedure provides opportunities for all employees at Little Elms to strengthen their performance in their current role and progress in their chosen career path.

Scope

This procedure applies to all Little Elms employees.

This procedure is non-contractual and sets out the procedure we would normally follow, although we reserve the right, at our discretion, to vary or replace the procedure at any stage.

Continuous learning, reflection and development is part of the Company culture

The responsibility for driving high performance is shared between employees and leaders. Employees at all levels are expected to regularly review and reflect upon how they can build their knowledge, skills and experiences. Leaders are expected to support and encourage the highest standards of performance from their teams and facilitate opportunities for learning and growth for individuals who wish to develop.

Responsibilities of Leaders

Guide, coach and empower employees to success in current position

Communicate clear and challenging expectations

Review performance and development fairly and regularly

Recognise and appreciate employee contributions and achievements

Be open to new ideas and creative ways of doing things

Nurture, mentor and facilitate opportunities for individuals to grow and develop

Manage any performance that does not meet expectation with integrity and consistency

Responsibilities of Employees

Perform with commitment and passion, always striving to improve

Take personal accountability for his/her own professional development

Self-reflect and be open to try to ideas and creative ways of doing things

Share knowledge and ideas freely with others

Procedure

Review of Performance

Leaders are responsible for regularly reviewing performance with employees, normally through Probationary Review, Supervision and/or One to One Meetings. These informal meetings can be held as often as required to support the employee to perform to the highest standard possible and additional meetings can be requested by employees and/or leaders, at any time.

During these regular review meetings, managers and employees should collaboratively identify whether performance is above, meeting or below expected standards for the role they are employed to do.

There are two situations where this procedure may be used:

- Where performance consistently exceeds expectation and the employee is eager to further develop skills, knowledge and ability to progress in their chosen career path.
- Where performance does not meet expectation in the current role and improvement is required. This may be due to a lack of skill, knowledge or ability.

Little Elms Day Care

*Continuous Performance Development Procedure
Policies and Procedures are reviewed annually*

Performance that Exceeds Expectation

Little Elms recognises that different people will have different needs and ambitions at work. Some may be striving for promotion; others may be content with the role they have already achieved and they are performing at a consistently high level.

In cases where an individual is expressing an interest in promotion or developing their knowledge, skills and ability, and where their performance within their role is consistently exceeding expectation, Little Elms will support them to gain the exposure and experiences they may need in order to get ready for promotion.

With the Nursery Manager's agreement, a Progression Plan will be tailored for the employee, taking into account the individual development needs and the role they would like to achieve.

It will be the individual's responsibility to drive and be committed to their own professional development. Their leader is responsible to support, nurture, encourage, give honest and constructive feedback and identify opportunities that will support their development wherever possible.

When the individual feels they are ready, they can apply for promotion, when the next available position arises. Please note, successful completion of a Progression Plan does not guarantee promotion. The individual will be subject to normal recruitment processes.

Performance that Does Not Meet Expectation

Performance that does not meet expected standards may become apparent in a number of ways, which may include, but not limited to:

- Poor standards of work e.g. mistakes and errors, not completing tasks, inability to understand instructions
- Inability to complete tasks to a satisfactory standard within the required time frame
- Attitude to work e.g. lack of interpersonal skills, lack of commitment and drive
- Inability to cope with the volume of work for the job role
- Lack of skills/abilities required for the role
- Consistently failing to achieve agreed targets/objectives
- Complaints about, or criticisms of, the employee's work from colleagues and/or Parents
- The employee's own identification of a lack of capability

Where the manager identifies that an employee's performance is not meeting expected standards, an informal but structured discussion will be held with the employee to try and establish the reason for the unacceptable performance.

The manager will:

- a) Advise that an improvement is required
- b) Explain clearly the shortfall between the employee's performance and the required standard
- c) Identify the cause(s) of the unsatisfactory performance and determine what support, if any, can be given (training, re-training, feedback, coaching etc)
- d) Issue a Performance Improvement Plan, which will set a reasonable time period for the required standards of performance to be met

If the required level of improvement is achieved, no further action will be necessary and the employee will be advised of this and expected to maintain consistent performance at the required level.

If the required level of improvement is not achieved or consistently maintained, the employee will be progressed to the Formal Performance Improvement procedure detailed below.

Probationary Period

If performance does not meet the required standards during the probation period (or during any extension of probation period) and efforts have been made to address this, termination of employment may be considered following a formal Probationary Review meeting.

For employee's who are not meeting the required standards within probation, after being promoted into a new role internally, the option of demotion to their previous role may be an option considered.

The Formal Performance Improvement procedure below does not apply when employees are new to Little Elms and within their probationary periods.

Formal Performance Improvement Procedure

If a Performance Improvement Plan has not successfully supported the employee to achieve the required level of performance, the following three stage formal procedure will be followed.

Stage One Warning for Performance Improvement

The employee will be given reasonable notice of a meeting to discuss their performance. The employee will have the right to be accompanied by a Little Elms colleague, or a certified trade union representative to this formal meeting.

The aims of this meeting will be to:

- a) Review whether there is still a shortfall between the employee's performance and the required standard
- b) Identify the cause(s) of the unsatisfactory performance and determine what support, if any, can be given (training, re-training, feedback, coaching etc)
- c) Obtain the employee's commitment to reaching the required standard

In the event that the improvement has not been sufficient having considered the above, the employee will be issued with a Stage One Warning for Performance.

Following the meeting, the Warning will be confirmed in writing and the employee will be issued with another Performance Improvement Plan, with a reasonable time period set, to reach the standard of performance required.

The employee will be informed what will happen if the required standard is not met within the specified time, emphasising that the failure to meet the standard at this stage of the performance management process could result in a further formal warning and ultimately dismissal.

At the end of the time period set, the manager will consider whether the standards have been met. If the required improvement has been made, the employee will be informed of this and will be expected to maintain this consistent level of performance. If some improvement has been made but the standard has not yet been met, the review period may be extended.

Stage Two Warning for Performance Improvement

Should the employee show no (or insufficient) improvement over the time period agreed at Stage One of the Performance Improvement Procedure, the employee will be given reasonable notice of a meeting to discuss their performance. The employee will have the right to be accompanied by a Little Elms colleague, or a certified trade union representative to this formal meeting.

The aims of this meeting will be to:

- a) Review whether there is still a shortfall between the employee's performance and the required standard
- b) Identify the cause(s) of the unsatisfactory performance and determine what support, if any, can be given (training, re-training, feedback, coaching etc)
- c) Obtain the employee's commitment to reaching the required standard

In the event that the improvement has not been sufficient having considered the above, the employee will be issued with a Stage Two Warning for Performance.

Following the meeting, the Warning will be confirmed in writing and the employee will be issued with another Performance Improvement Plan, with a reasonable time period set, to reach the standard of performance required.

The employee will be informed what will happen if the required standard is not met within the specified time, emphasising that the failure to meet the standard at this stage of the performance management process could result in dismissal.

At the end of the time period set, the manager will consider whether the standards have been met. If the required improvement has been made, the employee will be informed of this and will be expected to maintain this consistent level of performance. If some improvement has been made but the standard has not yet been met, the review period may be extended.

Stage Three Consideration of Dismissal

Should the employee show no (or insufficient) improvement over the time period agreed at Stage Two of the Performance Improvement Procedure, a further formal meeting will be arranged.

The employee will be given reasonable notice of the meeting to discuss their performance and will be informed that the meeting could result in their dismissal. The employee will have the right to be accompanied by a Little Elms colleague, or a certified trade union representative to this formal meeting.

This meeting will:

- a) Review the shortfall between the employee's performance and the required standard
- b) Identify if there have been any causes of the unsatisfactory performance
- c) Give the employee the opportunity to challenge whether they have met the required standards set out in their most recent Performance Improvement Plan.

The meeting is an opportunity for the employee to raise any issues they consider relevant and to put forward reasons as to why they should not be dismissed from employment. The manager will consider the issues and make a decision. The decision and specific reasons for it will be confirmed in writing. In the event an employee is dismissed for unsatisfactory performance, notice will be given in accordance with the employment contract and the date on which their employment is terminated will be confirmed.

Penalties other than Dismissal

Where dismissal is not considered appropriate, Little Elms may consider it appropriate to consider an alternative sanction to dismissal such as demotion or redeployment dependent on the circumstances.

Appeal

At all stages of the procedure (Stage One or Stage Two Warnings for Performance Improvement or Dismissal, the employee will have the right to appeal to an appropriate next level manager. Any such appeal should be made in writing within seven days of receipt of the outcome letter and should clearly state the grounds of the appeal.

Upon receipt of the written grounds for appeal, an appeal hearing will be arranged for as soon as is practicable. The employee will have the right to be accompanied by a Little Elms colleague, or a certified trade union representative. The appeal decision and specific reasons for it will be confirmed in writing and will be final.

If an employee appeals against a dismissal decision and is reinstated, pay will be restored and the contract of employment will be considered to be continuous.

Relationship with Grievance Procedure

There may be circumstances where there is an overlap or connection between matters being dealt with under this Procedure and matters raised under the Grievance Procedure. In those circumstances, we may decide to deal with both matters at the same time and we may need to modify this Procedure or the Grievance Procedure.

Associated Documents:

- *Progression Plan*
- *Performance Improvement Plan*
- *Grievance Procedure*