



Chester-le-Street
District Council

Report to: Council

Date of Meeting: 26 October 2006

Report from: Head of Organisational Development

Title of Report: Procedure for dealing with Poor Performance

Agenda Item Number: **11**

1. PURPOSE AND SUMMARY

- 1.1 The purpose of this report is to recommend the introduction of a Council Policy for Dealing with Poor Performance.
- 1.2 It is recommended that Members approve the policy.

2. CONSULTATION

- 2.1 The Corporate Management Team, Service Team Managers, Trade Union and employee representatives have been fully consulted on the attached policy and procedure.

3. CORPORATE PLAN AND PRIORITIES

- 3.1 This report supports Priority 7 of the Council's Corporate Plan – Maximising Efficiencies.

4. IMPLICATIONS

4.1 Financial

There are no direct financial implications as a result of this report.

4.2 Legal

This policy and procedure complies with all relevant employment legislation.

4.3 Human Resources

Performance management is one of the key competencies contained in the competency frameworks for Managers.

The new policy is designed to assist in managing the performance of all employees of the Council.

The introduction of a policy in dealing with under performance will ensure a corporate approach to people management, and will help in providing clarity to managers in relation to their roles and responsibilities.

4.4 Other Services

There will be implications for other services as any changes to people management practices will affect all teams.

4.5 Diversity

This policy complies with the Council's commitment to equality and diversity in employment and the Equal Opportunities Statement. Care has been taken in drafting this policy and procedure to ensure that the Council do not unjustifiably discriminate against any minority group. This policy and procedure has undergone a diversity and impact assessment by the Equalities and Diversity Project Team.

4.6 Risk

The risks associated with not approving this policy are clearly linked to the Council not corporately addressing inadequate or poor performance, which will inevitably impact upon customer satisfaction, efficiencies, service delivery and staff morale.

4.7 Crime and Disorder

There are no known implications for Crime and Disorder.

4.8 Other Implications

There are no other known implications as a result of this report

5. BACKGROUND, POSITION STATEMENT AND OPTION APPRAISAL

- 5.1 Chester-le-Street District Council recognises that people are our most important asset. Without the right people, at the right time with the right skills, knowledge, behaviours and competencies we cannot make the improvements required. Through our work with Q Learning who are supporting the Council in the development of the One Team Inspirational Programme we have identified the key behaviours, skills and attributes we require of our employees and Managers.
- 5.2 We have developed a competency framework that sets out the behaviours the Authority expects of its Managers, Supervisors and employees.
- 5.3 One of the core competencies outlined in the Managers and Supervisors Competency Frameworks is Performance Management and 19 Managers have recently identified managing performance as a training and development need.
- 5.4 The Authority's current policy on poor performance and Incapability has been revised and the new procedure provides clearer stages detailing a formal process should the informal approach not succeed.
- 5.5 The main changes to the policy and procedure are as follows:

The first stage of the process outlines a procedure to resolve performance problems through informal counselling before resorting to the formal procedure.

At the first formal review stage there is now a requirement to produce an action plan with the employee including a timescale for review.

The second formal review stage allows for the employee to consider a review of alternative career options prior to the final stage.

The final resolution stage takes into account the new legislation on dismissal.

- 5.6 The policy on dealing with poor performance outlines a corporate approach to dealing with performance problems and the document Addressing and Resolving Poor Performance (A Guide to Supervisors and Managers) will form the basis of a corporate training programme and will also be included in the Authority's Managers Handbook.

6. RECOMMENDATIONS

- 6.1 It is proposed that the attached policy and procedure is approved.

7. BACKGROUND PAPERS / DOCUMENTS REFERRED TO

- 7.1 Authority's current procedure for dealing with incapability and poor performance.
- 7.2 Corporate Plan 2005-2008