# Building Skills – People Management

## Phase 3: Performance Management

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# Building Skills – People Management

**Phase 1: Introduction & Effective communication**

- To understand the impact and importance of your roles as line managers
- To recognise different communication methods and when best apply them
- To be able to approach difficult conversations with more confidence through planning and preparation

**Phase 2: Absence Management & Employee Wellbeing**

- To understand different types of absence
- To know how to manage absence and returning to work effectively
- To understand how to effectively support the team wellbeing, with signposting and other support mechanisms.

**Phase 3: Performance Management**

- To have the understanding and tools to successfully manage your teams performance
- To know how to recognise and manage poor performance
- To be able to recognise the difference between poor performance and misconduct
- To be prepared and knowledgeable when

**Phase 4: Employment Relationship: Employment Law**

- To be more aware of the aspects of Employment Law that are important to a line manager and the employment relationship
- To understand the role managers have towards reducing the likelihood of bullying and harassment
- To know how to deal with any complaints that may arise

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- To have the understanding and tools to successfully manage your teams performance
- To know how to recognise and manage poor performance
- To be able to recognise the difference between poor performance and misconduct
- To be prepared and knowledgeable when managing matters of misconduct

# What information do line managers communicate?

- Corporate Aims
- Vision, mission and values
- HR policies and procedures
- Role expectations
- Organisational or team changes
- Team goals and objectives
- Feedback on performance

# Living our values

**Changing lives by building affordable, quality homes – where they are needed, for the people who need them the most.**

## Passionate

### We will...

- Live our Vision, Mission and Values in all that we do
- Motivate and inspire others to make a difference
- Build quality homes and deliver an excellent customer experience
- Continuously look for ways to improve the way we do things
- Recognise the importance of what we do day-to-day
- Lead and work with enthusiasm and positivity

### We will not...

- Have an insensitive approach and communication style
- Ignore the opinions and feelings of others
- Accept second best
- Use aggression as an excuse for being passionate
- Put our individual agendas ahead of doing the right thing

## Collaborative

### We will...

- Work together as One Team – always
- Share goals, learning and ideas: Together Everyone Achieves More
- Encourage everyone to have a voice and listen to different opinions
- Promote an empowering culture, where decision making is open
- Celebrate success and take time to say 'thank you'
- Coach and mentor our colleagues

### We will not...

- Work in silos or withhold relevant information
- Deliberately exclude others or their thoughts and ideas
- Assume that 'one size fits all'

## Respectful

### We will...

- Put Safety First Always: HomeSafe, everyone every day
- Treat others as we would expect to be treated and to be professional and courteous
- Embrace diversity and appreciate that everyone counts
- Promote a positive work-life balance and a culture of being kind to ourselves and others
- Treat people fairly by showing compassion, empathy and understanding
- Protect the environment

### We will not...

- Act inappropriately, unethically or illegally
- Focus on quantity at the expense of quality
- Accept gossip or banter as a way of communicating
- Be dishonest or disrespectful
- Take unnecessary short cuts to gain a quick result

# Performance Management

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When should you manage your team's performance?

# Performance appraisals (PDR)

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# PDR Process

PDR:
- PDR is an integral part of your overall line management responsibilities
- It is an ongoing process with regular reviews.
- Direct improvement towards engagement and retention levels

**Line Manager preparation:**
- Individuals performance
- Feedback
- Factors that have affected performance
- Points of discussion on possible actions
- Individuals career direction
- Possible objectives for PDR Period

**Preparation for the meeting (logistics)**
- Give sufficient notice of the review meeting
- Private environment

**Setting Objectives:**

**S**pecific – do they define what the individual is expected to achieve?

**M**easurable – in terms of quality and quantity?

**A**chievable – are the objectives within the individual's capabilities?

**R**elevant – to the team, company objectives and priorities?

**T**imebound – specified and achievable in this time?

## TIPS:

- The individual does most of the talking
- You listen actively
- The whole period is reviewed
- Scope for reflection and analysis
- Silence is golden
- Honesty and openness: No fudging
- A two-way street
- Achievements are recognised and reinforced
- End positively with agreed action plans

# Managing Poor Performance

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# Performance Management or Misconduct?

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# Managing Misconduct

This section focuses on managing employees whose conduct at work is unsatisfactory

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# Misconduct: Intro

- **Misconduct:** is any behaviour or conduct that falls below required standard
- **Gross misconduct:** is misconduct of such a serious nature that it fundamentally breaches the employer/employee contractual relationship

## *Legal status:

- No legal definition of misconduct
- Policies define what type of conduct organisation regards as misconduct and gross misconduct. It is the policies outlined by the company combined with the **Acas code of conduct** to what employer's would be reviewed against in a Tribunal.
- Communicate these definitions and policies to all employees when they start work and throughout their employment

- It is the employer's standard, policy or rule that is relevant when assessing misconduct/Gross Misconduct, rather than your subjective opinion.
- Deal with any misconduct promptly
- Failure to communicate to an employee that conduct is unacceptable may result in:
  - the employee assuming the conduct is satisfactory
  - further difficulty in dealing with the behaviour, which may worsen

# Disciplinary rules

Employee Handbook: Schedule 9 and 10

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# Over to you……

Examples of issues that the disciplinary rules may cover?

Examples of Gross Misconduct?

# Summary

- Managing performance starts for a new employee during the probation period with regular monthly progress reviews
- How to conduct effective Personal Development Reviews
- Knowing what poor performance looks like and how to manage it informally and formally
- Practice with handling difficult conversations about poor performance
- How to recognise misconduct or performance issues
- What is classed as Misconduct or Gross Misconduct
- The informal process for managing Misconduct
- The Formal Disciplinary Procedure

# We are passionate

# We are collaborative

# We are respectful

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# Questions?

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# Congratulations, you've completed Phase 3, Performance Management, of Building Skills – People Management