

APPENDIX 10: GUIDANCE FOR MANAGERS AND MENTORS

Confidentiality

Line Managers need to balance the need to share details of the performance issues with other members of the team and enabling the employee concerned to maintain a degree of self-esteem. If other staff are to be informed of the performance issues, including the objectives set and asked to provide feedback on performance, then the employee should be told who the information is being disclosed to. Staff receiving this information should also be reminded that it is confidential and not for discussion with others.

Any Line Manager that becomes aware of gossip or speculation surrounding the performance management of an employee must ensure that it is stopped. Line Managers can take advice from the HR (eMBED) team on any of the above.

Assessing the Extent of the Problem and Identifying the Way Forward

When problems arise with staff who are relatively new in post then reference should be made to the induction programme and any mentoring that was given. It may be appropriate to consider repeating parts or all of the induction programme, particularly when an employee has other issues e.g. health, impacting upon their ability to perform in the workplace.

For all staff, if competencies are utilised during the induction of new staff then these can be revisited as a starting point to help identify the full extent of the performance problem.

The employee's KSF outline should be reviewed to determine the specific areas of concern.

Where the concerns are around behaviours examples need to be very clear i.e.

- On x date you spoke to Y about Z. S/he found your manner to be unprofessional and dismissive of her when she tried to respond to your points. This led to her not feeling able to approach you for assistance during the rest of that day.

This not only outlines the problematic behaviour, but also makes clear what the impact of that behaviour was.

Setting Objectives

Objectives must be **S**pecific, **M**easurable, **A**chievable, **R**ealistic/**R**elevant and **T**imebound. The employee must be clear as to what is expected of them during the monitoring period, as must anyone who is being asked to support them or monitor/assess their performance. Further guidance is available in the Performance Appraisal information.

Identifying Support

As mentioned above this can include providing the employee with a re-induction to the department. Other options to consider are:

- Use of a competencies workbook;
- Appointing a mentor/coach;
- Giving the employee more time;
- Experience within another area of the CCG. **Note** – if an employee is moved, the new manager should be briefed about the extent of the problem, the support that is in place, and should continue the monitoring process.
- Job shadowing

Measuring Performance

It needs to be agreed how performance will be measured, by who, and over what period. If mentors/supervisors are being asked to assess performance, they should remember to challenge the employee and give them the opportunity to improve during the monitoring period, not just document where the standard has not been met.

Ensure that less tangible competencies e.g. ability to use initiative, have clear measures identified. Also, check that the support given does not prevent the employee from achieving/demonstrating competence. For example, if the employee has to run all issues and decisions past a supervisor/mentor then they can develop a dependency and start to forget to use their own initiative and/or prioritise their own work. It will also be harder for them to be able to demonstrate competence.

Providing feedback

If mentors/supervisors are assessing performance then it needs to be agreed how feedback will be given. When noting unsatisfactory performance mentors/supervisors should give prompt feedback (see paragraph above about challenging behaviour/performance) to enable change to take place, as well as documenting their assessment and the subsequent feedback.

The documented feedback should then form part of the formal meetings to inform the Line Manager and Workforce representative that are taking decisions.

Using Other Policies

Line Managers should refer employees to Occupational Health either if they suspect that ill health is impacting upon an employee's ability to perform at work, or if it is suspected that the process of being formally managed under the Performance procedure is having an impact upon the employee's health. If an employee is absent due to sickness whilst under performance management, the Line Manager should ensure that absence is managed under the Management of Attendance Policy & Procedure as usual.

Guidelines for Producing Notes in Relation to Performance Issues

Where a member of staff, either as a mentor/supervisor who has been asked to assess an employee's performance, or a colleague who is reporting underperformance, is documenting performance issues, the following guidance should be followed:-

Purpose

- To tell a third party about events in which the author participated;
- To tell a third party about events which the author observed;
- To tell a third party about events which were formally reported to the author.

When Writing a File Note Ensure

- The information is factual;
- The information is accurate;
- The note is concise;
- Relevant information is included;
- Words or phrases of a technical or clinical nature are explained;
- It is legible if handwritten;
- It is checked for errors if it has been typed from handwritten;
- It gives sufficient details about the event;
- It is signed and dated, with the author's name clearly printed;
- A copy is retained.