

# Performance Management Policy



<b><i>Purpose of the policy:</i></b>	To outline DPHA’s stance on performance management and how the Association supports good performance and manages capability issues within the staffing team.
<b><i>Guidance used for developing the policy:</i></b>	Equality Act 2010 Employment Rights Act 1996
<b><i>Policy complies with the following Regulatory Standards:</i></b>	Standard 4: The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation’s purpose.  Standard 6: The RSL board and senior staff have the skills and knowledge they need to be effective.
<b><i>Other relevant policies</i></b>	Terms & Conditions of Employment Disciplinary Policy and Procedure Staff Training and Development Policy
<b><i>Date Policy last reviewed:</i></b>	N/A
<b><i>Date revised policy approved by the Board of Management (or P&amp;P if delegated):</i></b>	25 <sup>th</sup> March 2025
<b><i>Date policy is next due to be revised:</i></b>	March 2028
<b><i>Equality Impact Assessment carried out for policy?</i></b>	Yes
<b><i>Publish on the Website:</i></b>	No

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## **1.0 INTRODUCTION**

- 1.1 Individual employee performance is the catalyst behind Dalmuir Park's ability to deliver high-quality social housing to our local community. We value each employee's contribution in achieving our goals and aspirations as an Association and seek to provide our people with opportunities to learn and grow with us.
- 1.2 Like all organisations, we at DPHA require employees to produce and maintain a high standard of work throughout their tenure. The purpose of this policy is to outline such standards and discuss how we manage situations where performance may fall below the required level.
- 1.3 In aid of this policy's objective, the content contained within the process is intended to reflect statutory requirements, including guidance from the ACAS Code of Practice on performance matters. The policy is supported by an accompanying procedure document which both employees and line managers should refer to.

## **2.0 POLICY SCOPE, EXPLANATIONS OR REQUIREMENTS**

- 2.1 This policy will inform you, our employees, of DPHA's expectations and processes surrounding performance and capability.
- 2.2 We favour an open culture of communication and willingness to co-operate with one another. It is therefore hoped that any drop in standards can be quickly identified, acknowledged and discussed at the earliest opportunity. Nonetheless, we encourage employees to abide by DPHA's values during any capability process and to familiarise yourself with the expectations contained within this policy.
- 2.3 This policy applies to all employees while they remain under the Association's employment and the term 'employee' will cover all workers who are either employed or engaged to undertake work for the Association.

## **3.0 DEFINITION**

- 3.1 The term 'performance management' can be described as an attempt to maximise the value individual employees create for the organisation. It is not a single activity, but rather a group of practices that are approached holistically. For example, by holding two-way discussions and providing regular, open and constructive feedback, managers can support employees in achieving their individual objectives.
- 3.2 The term 'capability' in the workplace refers to an employee's ability to carry out their role to the standard required of them. It mainly relates to the skills, aptitude and

knowledge of an individual in relation to the work they are employed to do. A lack of capability is of course a concern for any employer as it may lead to unsatisfactory job performance, causing problems for the individual, their manager and the wider organisation.

- 3.3 In creating a culture of high performance, an organisation requires deliberate efforts, visionary leadership and a commitment to continuous improvement. It is a collective mindset that promotes collaboration, accountability and a drive for excellence, and one where challenges are viewed as opportunities.

#### **4.0 RESPONSIBILITIES**

- 4.1 Employees - All employees are responsible for their own performance output. Whilst DPHA will provide the platform and tools to allow you to flourish at work, you are responsible for performing your duties to a high standard. However, employees are also accountable where help and support is required. Should you be finding your work difficult or there are areas of the role which you are struggling to grasp, you are encouraged to speak to your manager regarding this.

- 4.2 Managers - Managers hold the responsibility of fully supporting employees through the employee life cycle with regards to performance. This support extends to helping individuals set annual objectives, developing employees in their role and providing regular feedback regarding their performance.

Managers are expected to adopt a coaching-style approach to performance management and should also consider recognition and reward where appropriate.

It is also anticipated that managers seek to identify potential capability issues, monitor progress and hold regular conversations with employees in relation to such matters. In managing a capability concern, our managers will operate with fairness and consistency.

#### **5.0 PERFORMANCE CYCLE**

- 5.1 At DPHA, we adopt an ongoing performance cycle whereby discussions regarding learning, development and expectations are held continuously throughout the year. The purpose of this is to enable us to perform as an agile and collaborative organisation which still aligns with our business plan, goals and objectives.

- 5.2 For the purposes of the performance management framework however, our performance cycle runs in line with each financial year (April- March), to enable us to share new aims and objectives for the organisation before cascading down to teams and individuals.

5.3 Throughout the year, our Leadership team monitor the ongoing performance of the organisation in line with the approved strategic goals and objectives set out in our business plan, and report outcomes to our Board. At the start of each financial year, the Leadership team recommends a revised strategic delivery plan to the Board for approval which identifies what we are looking to achieve in the forthcoming year.

## **6.0 RECOGNITION AND REWARD**

6.1 We routinely recognise team members who are high performers in various ways. We celebrate successes as a team, in a fun and informal way, creating social opportunities where we can. We particularly celebrate behaviour and successes that demonstrate our values, and we encourage recognition in all directions including upwards.

6.2 We seek to reward high performance by offering exceptional development opportunities through external programs and study. By providing high performing individuals with a platform to further their career with the organisation, we can futureproof DPHA in sustaining a high level of output for our community. Opportunities also include being tasked with taking a lead in projects or initiatives which enable our people to enhance their skillsets.

6.3 Furthermore, our culture of positive health and wellbeing at DPHA was created as an acknowledgement of the great work being delivered by our people. We fully appreciate that everyone at DPHA wishes to have a healthy work-life balance and not every individual has the same expectations, and so we have various employee wellbeing initiatives in which our people can take advantage of.

## **7.0 EQUALITY AND DIVERSITY**

7.1 We are committed to promoting an environment of respect, understanding, encouraging diversity and eliminating discrimination by providing equality of opportunity for all. This is reflected in our Equality and Diversity Policy.

## **8.0 DATA PROTECTION**

8.1 We will treat personal data in line with our obligations under the current data protection regulations and our Privacy Policy. Information regarding how data will be used and the basis for processing data is provided in our Customer Fair Processing Notice.

## **9.0 REVIEW**

- 9.1 DPHA undertakes to review this policy at least every three years, or earlier if required in light of changes to applicable legislation, changes in the organisation and continued best practice.
- 9.2 This policy does not constitute contractual terms and conditions. The Association reserves the right to amend any provision of this policy subsequent to appropriate consultation with staff.