Corporate Human Resources – Standards for Managing Employee Performance Procedure

1. Executive Summary

This paper summarises the results of an impact assessment carried out on the revised Capability Procedure, now renamed the Standards for Managing Employee Performance Procedure. As the procedure is relatively new, the initial assessment has been limited to managerial considerations as it is not yet known if employees from particular groups within the workforce will be more affected than other groups.

This report concludes there is no evidence of any adverse impact within the procedure, however, differential impact will be identified through monitoring its application over a period of time.

Background:

The aim of this procedure is to identify and tackle areas of poor performance, while treating all employees fairly and according to individual needs. It is designed to provide feedback to put careers back on track and to enable employees to perform and progress to their full potential.

The policies which govern this procedure are the Strategic Plan – to improve performance and deliver high quality services, and the Human Resource Strategy, Equality Standard and the Equalities Action Plan – to eradicate discrimination and promote equitable access and equality of opportunity to the workforce.

2. Data Collection & Consultation

Equalities profile of service users: Multi-racial, diverse group of employees

Data Sources: Workforce to Reflect the Community Reports

Research & Consultation carried out: Trade Union Consultation

Communications: Internet & Intranet
Staff Newsletter “Pulling Together”
Managers Briefings
Trade Unions

3. Key Findings

- Management attitudes, preconceived ideas and stereotypes, could lead to managers identifying performance issues unfairly for particular groups of staff and not approaching the process with an open mind
- Comfort zones need to be challenged - managers may find it easier to deal with particular groups of staff and may treat them differently
- Equality indicators should be developed to monitor the impact of the procedure upon the target groups
- Equality indicators should be developed to monitor outcomes by ethnicity and initiating manager
The initial assessment concludes that the Standards for Managing Employee Performance Procedure has not identified specific areas that may be disadvantageous to particular groups in the workforce at this moment in time. However, there is a need to ensure extensive and bespoke training is provided to those who will be responsible for implementation i.e. line managers and human resource practitioners.

It will be necessary to be mindful of possible stereotypical attitudes and to challenge comfort zones, which may inadvertently cause managers, HR staff and investigators, to treat other groups in a less favourable manner. To this end, it is imperative that all managers and staff charged with implementing the procedure have undergone race equality training in order to prevent the possibility of differential treatment that may lead to unlawful discrimination. The recommendations drawn from this report are as follows:

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<tr>
<th>Recommendations</th>
<th>Key Activity</th>
<th>Progress Milestone</th>
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<tr>
<td>Monitor use of procedures</td>
<td>Introduce monitoring mechanisms</td>
<td>Discuss at monthly Corporate HR Group (CHRG) meetings (ongoing)</td>
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<td>Conduct full review after 12 months including consultation</td>
<td>Review procedure and consult Trade Unions</td>
<td>Updated procedure implemented (Dec 2005)</td>
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<td>Consult with the parties involved in the operation of the procedure to highlight any concerns regarding the application of the procedure</td>
<td>Design appropriate consultation mechanisms</td>
<td>Directorate HR Managers to feedback to CHRG (May 2005)</td>
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<td>Monitor by ethnicity</td>
<td>Instigate and design monitoring</td>
<td>Within 12 months of introduction (Jan 2005)</td>
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