



## P5 S9 Staff Performance Management Policy



<b>Ownership:</b>	Managing Director, Academic Manager	
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<b>Reviewed by:</b>	Quality Assurance and Academic Governance Council (QAAGC), Quality Assurance Officer	
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### PURPOSE AND POLICY CONSIDERATIONS

Forus Training is dedicated to fostering a positive work environment for its employees. Forus Training is committed to treating all staff fairly and equitably, empowering them to excel in their respective roles and perform effectively. It is recognised that the high standards of work, behaviour and appearance of our employees uphold Forus Training's reputation with the public.

### SCOPE

The Staff Performance Management Policy is a training centre wide policy that applies to all members of staff. Staff Performance Management comprises regular meetings with employees to assess progress and strategise future development of Forus Training, performance appraisal procedures, assistance for staff who require help to keep their work at a certain standard and a range of disciplinary procedures where staff conduct is considered inappropriate/unacceptable. Employees will receive specific performance standards relevant to their roles and appropriate feedback on their individual performance. Performance meetings serve as a platform for in-depth discussions between employees and managers, covering topics such as job performance, development needs, and future career aspirations. Continuous dialogue and feedback are integral components of regular ongoing communication, emphasising the importance of consistent performance management.



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### POLICY STATEMENT

Forus Training interprets staff performance management as referring to all categories of staff. It recognises that the efficient and effective functioning of the company depends on its support and staff understanding of their roles, performance expectations, and goals for academic and non-academic staff alike at all levels.

### DEFINITIONS

#### **Staff Performance Management:**

The systematic and ongoing process of monitoring, assessing, and improving the performance of employees within Forus Training to align employee performance with Forus Training's goals, foster continuous improvement, and maximise employee potential and productivity.

#### **Performance Appraisal**

The documentation and evaluation of an employee's job performance. It involves the manager at Forus Training setting performance expectations, gathering data on performance, and providing feedback to employees. The purpose is to make informed decisions on employee development, managing and improving employee performance, fostering employee growth and development, and aligning individual contributions with Forus Training's objectives.

#### **Disciplinary Procedure:**

A structured set of guidelines and steps that Forus Training follows when addressing employee misconduct, poor performance, or violations of Forus Training's policies. It provides a framework for handling disciplinary actions in a fair and consistent manner for all employees.

### PROCEDURES AND PRACTICES

Staff performance management activities should contribute to the achievement of Forus Training's strategic goals and objectives. All staff members are encouraged to attend regular performance reviews, set clear goals, measure their performance and engage with both feedback mechanisms and professional



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development opportunities. The purpose of staff performance management is to promote individual and organisational success by aligning employee performance with Forus Training's goals, fostering continuous improvement, and maximising employee potential and productivity. Some staff performance management activities are mandatory as a consequence of employment agreements. The managing director recognises the value of staff performance management and the benefits it brings to the individual and to Forus Training. The Managing Director supports staff members in reflecting on development needs, identifying beneficial learning support, and creating actionable plans. Staff performance management is most effective when the individual member of staff takes responsibility for his/her own conduct and individual performance. However, all staff should be given appropriate support and encouragement and allocated reasonable time and resources for this purpose. Forus Training is dedicated to equitable and fair treatment of all staff members while supporting their effective performance. However, there may be instances where disciplinary procedures need to be implemented to safeguard the interests of both the company and its employees. In cases where work performance falls below acceptable standards, the employee will be provided with assistance to improve. If performance continues to decline and intervention becomes necessary, it will commence with an informal pre-disciplinary discussion.

It is a requirement of Forus Training that staff and trainers attend performance meetings, when scheduled, that serve as a platform for in-depth discussions between employees and managers, covering topics such as job performance, conduct, development needs, and future career aspirations. Continuous dialogue and feedback are integral components of regular ongoing communication, emphasising the importance of consistent performance management.

### ROLES AND RESPONSIBILITIES

The Managing Director has a responsibility to help his/her staff to manage their performance and effectiveness. Performance standards are closely linked to the key result areas of each job, emphasising their significance, results-driven nature, measurability, and cost-effectiveness. These standards should consistently address operational, problem-solving, and creative aspects of the role in question. Staff performance management activities should be actively encouraged and supported. These might include,



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for example, frequent, specific feedback and recognition regarding their individual and team performance, coaching and support to facilitate performance improvement where the employee fails to meet the required standard etc. The staff members at Forus Training also need to be educated on the most effective methods that can be used so that the learners can learn and progress effectively. It is the responsibility of all staff to engage with their personal performance management and conduct themselves in a professional manner.

### PERFORMANCE MANAGEMENT

Forus Training implements a performance management process to encourage high standards of performance among employees, ensure the attainment of Forus Training's objectives, develop employee skills, and foster open and effective communication between managers and employees.

Performance management consists of arrangements and mechanisms that aim to assess employees' performance, promote development, and address any instances of underperformance.

**Performance Review Process:** A structured process is established to conduct regular performance reviews for programme staff. This process outlines the frequency, format, and key steps involved in evaluating their performance. Continuous dialogue and feedback are integral parts of regular ongoing communication between managers and employees.

**Performance Criteria:** Clear performance criteria are established, outlining the expectations and standards against which the staff members' performance will be assessed. These criteria are often aligned with the goals, objectives, and values of the organisation or educational institution.

**Performance Evaluation:** Managers or supervisors conduct performance evaluations based on the established criteria. They assess the staff members' performance by reviewing their accomplishments, skills, competencies, and adherence to relevant policies and procedures. While performance is continually assessed, a more comprehensive evaluation takes place during and at the end of the



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probationary period, followed by annual reviews. Employees of Forus Training can expect fair and timely performance reviews to be conducted.

**Feedback and Coaching:** Constructive feedback is provided to programme staff based on the performance evaluation. Coaching and guidance may be offered to support staff development. Forus Training's policy aims to provide all employees with a clear understanding of their roles and performance expectations. Employees are given challenging goals, and they receive frequent, specific feedback and recognition to assess how their individual and team performance aligns with expectations, highlight strengths, areas for improvement, and specific actions or strategies for enhancing performance. Both managers and employees are encouraged to reflect on development needs, identify beneficial learning support, and create action plans.

**Development Plans:** Development plans are formulated collaboratively between the staff member and their supervisor. These plans identify areas for improvement, set goals, and outline strategies and resources to enhance performance and professional growth. Training, mentoring, or other development opportunities may be recommended.

**Performance Improvement Process:** In cases of underperformance, a formal performance improvement process may be initiated. This process typically involves setting clear expectations, providing support, monitoring progress, and establishing a timeline for improvement. Regular feedback and coaching are provided to help the staff member meet the required standards. If the required standard is not met within the agreed timeframe, the manager may initiate the disciplinary procedure.

**Recognition and Rewards:** Mechanisms for recognising and rewarding outstanding performance are implemented to motivate and incentivise programme staff. This may include acknowledgments, bonuses, promotions, or other forms of recognition based on performance achievements.



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Documentation and Record-Keeping: Accurate documentation of performance reviews, evaluations, feedback, development plans, and performance improvement processes is maintained. These records serve as a reference for future reviews and help track the progress of staff development. Prior to the review meeting, the manager requests the employee to reflect on their work performance since the previous review, identify current challenges, areas where assistance is needed, and suggest ways to provide support. Forus Training conducts formal reviews annually, and detailed records are kept on file.

### DISCIPLINARY PROCEDURES

Forus Training is dedicated to treating all staff with fairness and equity, as well as assisting them in performing their roles effectively. Nevertheless, there may be occasions when it becomes necessary to implement disciplinary measures that aim to safeguard the interests of both the company and its employees. The aim of our disciplinary procedure is to ensure adherence to Forus Training's rules, policies and procedures and to aid employees whose performance, attitude or conduct falls below Forus Training's standards. An employee's natural rights will be upheld at all times.

In situations where work falls below acceptable standards, the employee will be offered assistance to enhance their performance. If work standards continue to decline and action becomes necessary, it will begin with an informal pre-disciplinary discussion. Similarly, if an employee's behaviour is deemed inappropriate and unacceptable, officially classified as misconduct, it will trigger either a pre-disciplinary informal discussion or the disciplinary procedure, depending on the severity.

In the event that disciplinary action becomes necessary, every case will be handled fairly and consistently, strictly following the disciplinary procedure at all stages. The employee will have the opportunity to present their side of the story, and any mitigating circumstances will be taken into account. The employee's fundamental rights will always be respected, including the rights to:

- Be informed of the allegations against them
- Respond to the allegations



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- Receive fair consideration
- Have representation
- Appeal the decision

Managers at Forus Training are required to make their best efforts to:

- Provide timely feedback to encourage and support employees in their improvement
- Conduct thorough investigations in all cases
- Prevent any form of discrimination
- Prepare diligently and maintain consistency
- Maintain proper records
- Adhere to this procedure

Prior to taking the decision to invoke the disciplinary procedure, Forus Training will ensure that the situation has been thoroughly investigated. This is a fact-finding process and may necessitate the gathering of detailed information as well as the carrying out of formal interviews, taking of written statements, etc. Equally, the employee has the right to gather information in their defence, so they can present details if the decision is taken to invoke the disciplinary procedure. Once the investigation has been completed, the manager will inform the employee of the findings and the outcome. Where the decision is taken to invoke the disciplinary procedure, the employee will be informed of the case against them, so they can respond in an informed manner at a disciplinary hearing.

Where the decision is made not to take disciplinary action, the employee may be counselled and details of the issue recorded on the employee's file for record-keeping purposes.

**Suspension:** Proper investigation is an integral part of the process and on occasion may require employees to be suspended on full pay whilst it is carried out. Suspension on pay is not considered to be an action taken under the disciplinary procedure. It is there to ensure that issues are dealt with in a fair and reasonable manner, and adequate protection is given to all employees. Forus Training reserves the right to suspend staff members with full pay, pending completion of the investigation or, if appropriate, the disciplinary procedure.

**Informal Pre-Disciplinary Counselling Discussion:** Where appropriate, prior to using the formal aspects of Forus Training's disciplinary procedure, a pre-disciplinary counselling discussion may be held with the



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employee. Minor misconduct, poor performance or minor breaches of rules will normally result in informal counselling or advice being given by the immediate manager or another member of the management team. If this approach is unsuccessful, Forus Training may escalate it to the formal disciplinary procedure.

Breaches of rules and regulations will result in the initiation of Step 1 of the formal disciplinary procedure, although Forus Training reserves the right to proceed directly to Steps 2, 3, 4, or 5 if the incident is deemed sufficiently serious.

The disciplinary procedure will only apply to an employee who has completed his/her probationary period. The procedure outlined below may be abridged or varied by Forus Training at its discretion or as circumstances may dictate.

The steps in the disciplinary procedure are as follows:

**Step 1: Verbal Warning** - At the meeting an action plan including a scheduled time for improvement and date for reappraisal will be set. A record of the verbal warning will be given to the employee and a copy will remain active on the personnel file for 6 months. If the conduct or performance is satisfactory after this period, the verbal warning will be removed and will be disregarded for future disciplinary purposes. If there is a further allegation relating to conduct or performance within the 6 month period or if conduct or performance is not improved during this time, the next step of the procedure will be implemented. This can happen before the end of the verbal warning period.

### **Step 2: First Written Warning**

At the meeting an action plan including a scheduled time for improvement and date for reappraisal will be set. A record of the first written warning will be given to the employee and a copy will remain active on the personnel file for 9 months. If the conduct or performance is satisfactory after this period, the first written warning will be removed and will be disregarded for future disciplinary purposes. If there is a further allegation relating to conduct or performance within the 9 month period or if conduct or





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performance is not improved during this time, the next step of the procedure will be implemented. This can happen before the end of the first written warning period. Depending on the nature and seriousness of the offence, a first written warning may be given where no previous verbal warning has been given.

### Step 3: Final Written Warning

At the meeting, the final written warning, a copy of which will be given to the employee, will state clearly that the next step will be termination of employment if conduct and/or performance do not improve. A record of the final written warning will be given to the employee and a copy will remain active on the personnel file for 12 months. If the conduct or performance is satisfactory after this period, the final written warning will be removed and will be disregarded for future disciplinary purposes. If there is a further allegation relating to conduct or performance within the 12 month period or if conduct or performance is not improved during this time, the next step of the procedure will be implemented. This can happen before the end of the final written warning period. In more serious cases, where no verbal or written warning has previously been given, a final written warning may be issued.

### Step 4: Action Short of Dismissal

In exceptional circumstances, dependent on the individual case, Forus Training may exercise its discretion to issue a sanction short of dismissal. This action may include suspension without pay, demotion or deferment or loss of increment. This is an action short of dismissal.

### Step 5: Dismissal

There are two alternative courses of action available at this step in the procedure, depending on the circumstances:

- A. An employee will be procedurally dismissed if they have failed to improve during the previous steps. Appropriate notice or payment in lieu of notice will be made.
- B. In an instance of gross misconduct an employee will be dismissed without going through the previous steps of the procedure. In these circumstances a full investigation will be conducted and a disciplinary meeting will be held which will follow the normal process and uphold an employee's natural rights. Due to the serious nature of the situation, such as the offences outlined under



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Gross Misconduct, the option of dismissal warrants serious consideration, and the process is likely to result in dismissal without notice or payment in lieu of notice.

### **Appeals**

Employees may appeal against any warning. Any appeal should be made in writing addressed to the person whose decision they are appealing. The appeal should set out the grounds that the employee wishes to appeal. The appeal will be conducted, where possible, by someone of appropriate seniority who has not been involved in the matter under appeal. Any appeal should arrive at Forus Training no later than 7 working days after notification of the decision.

Employees will be informed of the findings of the appeal hearing, which will either confirm the disciplinary action already advised, alter it to more appropriate action, or reverse it, thereby cancelling the disciplinary action.

Forus Training's decision is final, and no further appeal may be made. If the employee is appealing a decision to dismiss, the appeal will not affect the dismissal; the employee's employment with Forus Training will still be terminated and all salary payments and benefits will cease. However, if the outcome of the appeal is to reverse the decision to dismiss the employee, they will be treated, insofar as possible, as if they were never dismissed and any back salary and benefits will be restored.

### **Offences**

#### **a) Misconduct**

Forus Training will normally consider the following list of offences as misconduct and an appropriate reason for initiating disciplinary action:

- Failure to follow the procedures in respect of absence due to sickness or injury
- Minor breach of the written statement of terms and conditions of employment
- Minor damage to Forus Training's property
- Minor breach of Forus Training's rules
- Minor failure to observe company policies or procedures
- Regular unreasonable and/or unexplained absences



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- Lateness
- Poor job performance

These examples are not exhaustive or exclusive, and offences of a similar nature will be dealt with under this procedure.

### b) Gross Misconduct

The following offences are examples of gross misconduct:

- Unauthorised use of Forus Training's assets and equipment
- Insubordination e.g. refusal to carry out duties or obey reasonable instructions, except where employee safety may reasonably be in jeopardy
- Sexual harassment, harassment, bullying
- Serious breach of rules, policies or procedures, especially those designed to ensure safe operation
- Divulging or misusing confidential information
- Theft or unauthorised possession of any of Forus Training or any employee of Forus Training's property or facilities
- Consumption of alcohol or drugs, or intoxication by reason of alcohol or drugs, which could affect work performance in any way or have an impact on other employees
- Having illegal drugs in the possession, custody or control of the employee while working or on Forus Training's premises
- Defrauding or attempting to defraud Forus Training, its learners or fellow employees
- Unauthorised or inappropriate use of e-mail, Internet and/or computer systems
- Falsification of any company records including reports, accounts, expenses claims or self-certification forms
- Serious damage to Forus Training's property
- Violent, abusive, dangerous, threatening or intimidatory conduct
- Gambling or money lending while at work or on the premises
- Bringing unauthorised person(s) onto Forus Training's premises
- Conviction of any criminal offence which may render the employee unsuitable for employment



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- Serious abuse of time-keeping and attendance procedures

This list of examples is not exhaustive or exclusive, and offences of a similar nature will be dealt with under this procedure. Gross misconduct will result in the initiation or escalation of Forus Training's disciplinary procedure, and may result in immediate dismissal without notice or pay in lieu of notice.

### RELATED DOCUMENTS

[P5 Human Resources Policy](#)

[P5 S10 Workable Improvement Procedure](#)

[P5 S4 C2 Job Descriptions - Roles and Responsibilities](#)

[P5 S10 C1 Trainer Code of Conduct](#)

[P5 S6 C1 Trainer Handbook](#)

### CONTACT INFORMATION

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<b>Amendment History</b>			
<b>Amendment summary sheet</b>			
<b>Revision</b>	<b>Date</b>	<b>Amendment summary</b>	<b>Training Requirements</b>
	01/06/2023	Initial release	Read and Review