Performance Management Policy

1. Policy Statement

As a company we know that our ongoing success is directly linked to the quality, skills and performance of the people who work for us. Alongside this, individuals want to work for a company that gives them a sense of purpose, recognises their contribution and provides opportunities for advancement.

GRAHAM are committed to being an inclusive workplace where all employees, customers and stakeholders can fully participate and contribute. We strive to ensure accessibility across all facets of our operations, including physical spaces, digital platforms, communication channels and services.

Our People polices are regularly audited against rigorous accessibility standards to ensure compliance and to support every employee.

Anyone who requires additional support or has any questions regarding accessibility can contact the HR team at HR-GFM@graham.co.uk

2. Purpose of Performance Management

- To engage with and develop our staff.
- To align individual targets and objectives with the organisation's targets and objectives.
- To monitor performance and conduct against the GRAHAM Facilities Management values.

3. Process

Performance Management within GRAHAM Facilities Management is split into 2 Schemes:

- Scheme A (CONNECT) – Objective Based;
- Scheme B – Task Based.

The Scheme you fall into will be determined between HR and your line manager dependent on your role and responsibilities. This is decided when you start within the company or with a change to role. It is the line managers' responsibility to liaise directly with HR to decide on the scheme the employee falls into at onboarding stage or change in role stage.

3.1. Scheme A (CONNECT) – Objective Based

This is a continual review process that is held locally throughout the year between the employee and their line manager, and is included as part of the routine weekly / monthly catch ups between employee and manager.

3.1.1. The process starts at the beginning of the Financial Year - April when the final Business Plan and Business Objectives are agreed with and communicated to the Senior Management Team. The Senior Management Team will then take the Business Plan and Business Objectives and add their departmental / divisional objectives to meet the Business Plan – these are known as Departmental Objectives.

3.1.2. The Senior Management Team will then send a copy of the Departmental Objectives to all their staff

3.1.3. On receipt of the Department Objectives the employee is then required to add their own personal objectives that they are going to work towards to meet the departmental objectives – this now becomes the employees own **personal objective record** for the year. The employee will then arrange to meet with their line manager to discuss, add to and agree the personal objectives, and agree on frequency of "catch ups" throughout the year.

3.1.4. The employee and line manager should arrange to "catch up" regularly throughout the year as part of good business practices. As part of these "catch ups" the employee should discuss progress and update with new objectives to meet the business needs. It is the responsibility of the employee to record their own progress. During these catch ups any performance issues should be addressed between the line manager and employee.

3.1.5. At the end of the financial year a survey will be issued to everyone, to identify how well they think they performed, opportunity to highlight what went well, how often they met with their manager and any needs for development. This survey is then submitted to their line manager. The employee should then arrange to meet with their line manager to finally agree on performance against objectives, complete the survey and sign off the year by submitting the survey to HR. This survey will be open for 4 weeks, if this is not submitted within this time frame, there will be no formal record made. If the manager does not meet with the employee, the employee submission will be used.

3.2. Scheme B – Task Based

3.2.1. This is an annual process completed between September & November where the line manager meets with the employee to review the employee's performance throughout the year against a set criteria specific to the job role. It is also an opportunity for the employee to provide feedback to the manager on the employee development opportunities, and management approach of their line managers.

This information is captured via a questionnaire which will be developed specific to the Job Role and will be determined at Onboarding Stage or at Job Role change by the line manager, HR and the Training Department. At the end of August, HR will send a list to all line managers of staff who will fall within this year's Task Based Scheme (this will include any member of staff who have passed their probationary period + 12 weeks).

3.2.2. Prior to the meeting the line manager should review the employees training records and any business assurance audits that have been completed. The manager should also conduct an on the job check to ensure work is being completed safely, in line with company protocols, industry standards and legislative requirements.

3.2.3. The line manager will arrange to meet with all their identified employees and complete a role specific questionnaire; during the meeting the line manager and employee will identify what has gone well over the year and any potential development needs.

3.2.4. The questionnaire should be submitted directly to HR by the line manager by the end of November when the scheme will close for the year.

3.3. Recruitment / Change of Role

For all new staff / change of role – during the **Onboarding stage** the line manager and HR should determine which type of scheme the role will fall into.

3.4. Probation & Probation Sign off

The probationary period is there for the manager to practically assess the individual's ability to meet the Job Profile

3.4.1. If Scheme A

The line manager should meet with the employee during induction and explain the performance / probation process, discuss the objectives set and agree on terms of regular catch ups. At the end of probation period, HR will contact the line manager to request if the employee has passed, failed or if the probationary period is to be extended. On successful completion of the probation period, the employee will be carried over into Scheme A (CONNECT).

3.4.2. If Scheme B

During recruitment the standard questionnaires should be reviewed to determine which one is applicable to the role or if a new one is required. During onboarding the line manager will explain the performance / probation process to the employee and how the business will assess performance. At the end of the employees' probationary period, HR will contact the line manager requesting that the questionnaire should be completed and confirmation that probation has been passed, failed or needs extending. The line manager should complete the questionnaire with the employee and explain the outcome and then submit to HR. On successful completion of the probation period, the employee will be included in the Task Based Scheme.

4. Compliance

Measured by the number of surveys and questionnaires received back within the allotted time frames against the number of staff enrolled with in the scheme.