

Performance Development Framework

A Guide to Performance Development in IWA

Prepared by



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Introduction

The Performance Development Framework aims to assist all employees in Irish Wheelchair Association (IWA) to understand performance development and the various components that contribute to effective performance. The Performance Development Framework provides a holistic approach to developing employee performance, based on capabilities. Capabilities are the knowledge, skills, and competencies that must be demonstrated by employees to perform their roles effectively.

Open, constructive conversations between employees and their managers are key to effective performance. Employees and managers at all levels within the organisation have a responsibility to work collaboratively to:

- ▶ Clarify expectations relevant to the role and organisation
- ▶ Align objectives with the organisation's direction to support the delivery of business outcomes
- ▶ Regularly discuss performance and provide meaningful and constructive feedback to one another
- ▶ Identify competency strengths and areas for development
- ▶ Review objectives to maintain alignment with organisational priorities.

At the organisational level, the framework sets out requirements to evaluate and strengthen practices and systems. This includes measuring the effectiveness of employees, and utilising performance information as an input for broader talent management practices and succession planning.

What Do We Mean by Performance Development?

Performance development is the ongoing process between a manager and employee of communicating and clarifying responsibilities, priorities, and performance expectations to guarantee mutual understanding and to enhance effectiveness in achieving individual growth and the organisations and departmental goals and objectives.

What is the Performance Development Framework?

The Performance Development Framework contains guidelines and sets the approach for managing all aspects of employee performance and development in IWA. Employees are entitled to know what is expected of them and how well they are doing in their job. Each employee should accomplish certain routine job responsibilities, plus goals that stretch their ability. Performance development actively involves both the employee and their manager in setting performance goals and measuring the results based on these goals. Its aim includes improving communication and understanding between the manager and employee regarding responsibilities and expectations as well as providing a framework for career discussion and development.

The objective of the Performance Development Framework is to build a proactive and collaborative performance development culture at all levels of the organisation. This will support improvement, delivery and effective decision making. The focus is on a performance approach that is inherent in everything we do. The Framework is predicated on the Plan, Do, Check, Act cycle.

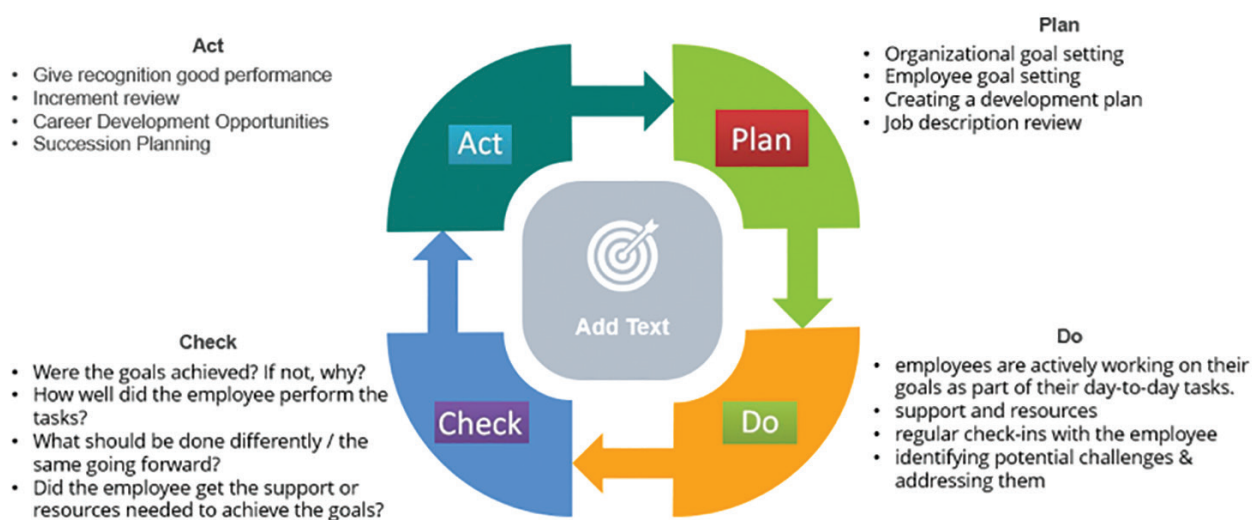


Figure 1: Plan, Do, Check Act in Performance Cycle

What are the Benefits of Performance Development?

The core requirements within the Performance Development Framework establish a consistent reference point to:

- ✓ Improve employee engagement and motivation
- ✓ Enhance talent retention
- ✓ Set expectations and objectives
- ✓ Identify development and progression opportunities
- ✓ Highlight training gaps
- ✓ Identify potential risks
- ✓ Improve overall individual and organisational performance

Performance Development is done well when you

- ✓ Clearly set out what the employee can expect from you as their manager and what you can expect from them
- ✓ Have regular open and honest two-way conversations about performance and assess the performance of employees consistently, equitably, and fairly.
- ✓ Provide employees with feedback on how they are performing constructively and with respect
- ✓ Discuss and provide employees with appropriate learning and development and any other tools and supports they need to realise their full potential
- ✓ Lead positive workplace culture by example and role model the right values and behaviours
- ✓ Have performance development processes in place that are well communicated and effective including key supporting processes such as supervision, appraisal etc.
- ✓ Have the right mechanisms, training, knowledge, and confidence for managing all types of performance
- ✓ Have employees that understand the purpose of their role and take responsibility for their performance at work

Why is culture important to Performance Development?

The culture in a team and organisation will often determine the quality of the service. A positive workplace culture focused on delivering support to people will thrive and be a rewarding environment in which to work.

In addition to improved quality, a positive workplace culture also brings:

- ✓ A happier, more settled, and skilled team with improved wellbeing
- ✓ A team that is engaged in flexible and innovative ways of working
- ✓ The ability to attract new, talented employees with the right values and behaviours
- ✓ Greater team resilience in times of change.

What does the right culture look like?

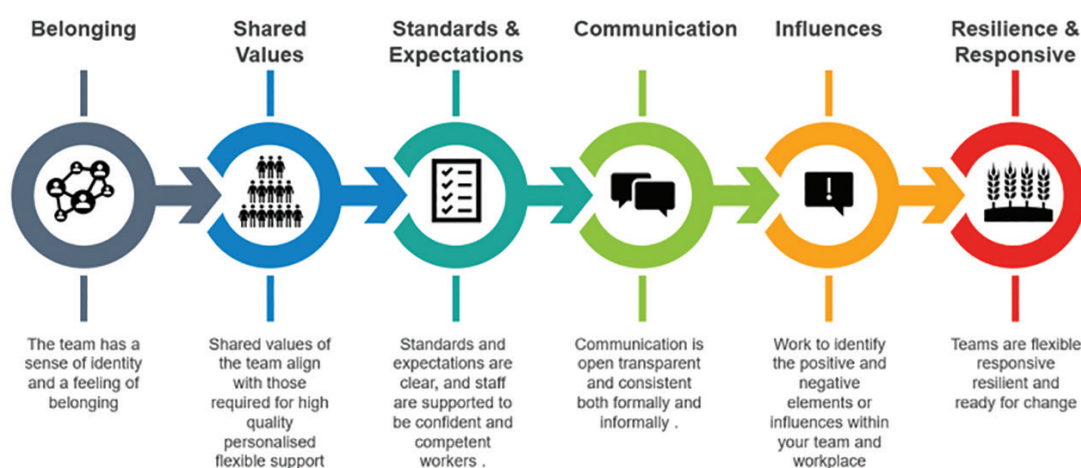


Figure 2: The right culture

Feedback and guidance help employees feel engaged and valued. Specific, actionable feedback also boosts morale. Employees know you're invested in them and are willing to help them succeed, and that gives them more job satisfaction. When your employees are engaged and happy, the organisation benefits. You decrease employee turnover, which translates into higher productivity and reduced costs.

IWA Competency Framework

Effective performance practices should be based on demonstrated competencies against the requirements of the role. IWA describes the competencies and associated behaviours expected of all employees in the IWA Competency Framework. The competencies allow people managers and employees to have a clear, shared understanding of role expectations and provide a starting point for constructive feedback and development discussions. [The Competency Framework](#) describes the competencies required of all employees in IWA and includes behaviours focused on developing capability and potential.

When does Performance Development Process Start?

Laying the groundwork for performance development is best done during the induction and probation period. Managers should ensure that performance goals are clearly communicated, and that the employee understands what is expected of them and what supports, and feedback mechanisms are in place to support them during their employee journey within the organisation.

From the very start when a new employee joins the organisation, the manager should ensure that they are setting the person up for success. Managers should be familiar with the [Induction Policy](#). During induction, the manager should introduce the new employee to the performance development framework, outline the purpose of the process and how it will work for them. The new employee should be met on their first day and introduced to the organisation and their role. The first monthly review should look at how the employee is settling in and how they are progressing with their training.

Performance Reviews During Probation Period

The next step of the Performance Development process is probation reviews. The manager should be familiar with the [Probation Policy](#). During the probation period, the manager should ensure that the employee receives sufficient instruction, training, and support to meet the requirements of their role. The manager will meet with the employee on a regular basis throughout the probation period to provide feedback and guidance in relation to their performance and the employee will have the opportunity to discuss and resolve any difficulties they may be having.

By the three-month review there should be a good sense of how the new employee is doing and the manager should be providing formal feedback on how they are progressing. If there are concerns by the three-month review, then a plan should be put in place as to how often meetings will take place after that to address the concerns.

If somebody is on probation and they're not achieving the standard expected of them, at that stage it should be clearly outlined to them in the meeting and recorded clearly in the meeting notes.

	Induction Week 1 Meeting
	Induction Monthly Review
	Month 3 Probation Review
	Month 5 Probation Review

Figure 3: Induction and Probation meetings timelines

Performance Development System

IWA uses a [Performance Development System](#) available on SharePoint, to record employee performance, engagement, and development. A good performance development system is based on written goals that directly relate to job responsibilities. Goals are the basis for work and assignments, they are statements of expected results against which step by step performance to larger goals is measured.

Goals should be SMART (Specific, Measurable, Attainable, Realistic, and Timed).

- 
Specific goals are well defined and clear on what needs to be accomplished. What outcomes do you need to see in order to consider the goal accomplished?
- 
Measurable goals enable you to evaluate whether or not the goal was achieved or not. How will you decide whether the goal is completed or not?
- 
Attainable goals are realistic about what is possible given the availability of resources, knowledge, and time. How likely is it that you can accomplish this goal?
- 
Relevant goals are important to you and will make a material impact on achieving your larger objectives. Does it make a difference to your overall objectives if this goal is met?
- 
Time-Based goals lock goals into a specific timeframe and specify when they will be completed by. When do you need the goal completed by?

Figure 4: SMART Goals

The establishment and measurement of goals and performance must never become a chore or an end in itself, but a fundamental tool for job evaluation, growth and development. Goals focus on the following questions:

- ✓ Where am I?
- ✓ Where am I going?
- ✓ How will I get there?

You must know:

- ✓ What are my job goals?
- ✓ What results am I responsible for?
- ✓ How are my results evaluated?

These questions should be part of your regular job. They should be asked regularly, not only during your performance review and then forgotten.

The Performance Development Process in IWA involves meeting with employees on a quarterly basis to set goals and review progress. This will also include the Annual Appraisal.

A. Getting Prepared

- ✓ The manager and staff member will agree a date for a Performance Development meeting each quarter.
- ✓ The manager and staff member will separately review the employee's performance before the Performance Development meeting and update the relevant sections in the system

This will be guided by:

- ▶ The employee's job description
- ▶ The employee's previous Performance Development Plan
- ▶ The organisation's Key Activities and processes
- ▶ Department Plans
- ✓ Based on the goals agreed and the main actions needed to achieve these goals the employee will then:
 - ▶ Make the goals into a SMART format
 - ▶ Record each goal on the Performance Development system.
 - ▶ Agree priority of the goals
- ✓ The manager and employee will agree smart goals. The manager will record the goals and the date the plan was finalised in the Performance Development system.
- ✓ The manager and employee will agree meetings to review progress. This should happen on a quarterly basis and be recorded on the Performance Development system
- ✓ The manager will liaise with Learning and Department to progress Learning and Development goals as appropriate.
- ✓ The employee will use the Performance Development goals to inform their daily workplan.

B. Monitoring and Review

- ✓ Performance Development will be reviewed on a Quarterly basis. The review discussion looks at:
 - ▶ What was successful and why
 - ▶ What proved difficult and why
 - ▶ Performance Goals for the quarter.
 - ▶ Progress of Learning and Development Goals
- ✓ The employee will keep track of how their plan is going.
- ✓ The employee will talk to their manager about any problems achieving their goals and where necessary agree actions to overcome difficulties.
- ✓ The manager will support the employee to achieve their goals through regular formal and informal communication.

C. Performance Review (Performance Appraisal)

- ✓ On an annual basis, the manager and employee will carry out a performance review
- ✓ The employee and the manager will review the achievement of the goals including:
 - ▶ What was successful and why
 - ▶ What proved difficult and why
- ✓ They will ensure the outcome of each goal is recorded on the Performance Development system and the Performance Appraisal is entered and signed by both manager and employee.



Figure 5: Performance Development Process

Addressing Under-Performance

IWA provides a structured approach to identifying and managing incidents of underperformance. Unchecked underperformance impacts negatively on the individual concerned, on the moral of fellow employees, the efficiency of the service and is a risk to service users. When underperformance is not addressed, the performance of effective employees is liable to deteriorate. Early identification and management of underperformance is of benefit to the employee concerned and their colleagues. When left unchecked the problem may intensify and is more difficult to address and correct as the underperformer may come to believe that they are performing to the acceptable standard.

There is significant input required from the manager to identify and address underperformance. While some managers may feel uncomfortable in addressing underperformance, they must realise that by accepting low standards of performance they are licensing low standards of performance throughout the service they manage. When underperformance is addressed in a constructive and professional manner it can result in performance improvements in both the individual and team. Research has shown that early intervention is the best way once the difficulties have been identified.

What is underperformance?

Underperformance is an ongoing failure to meet the standards of performance or behaviour reasonably expected from an employee at the level at which they are employed. It is a measure of reasonable expectancy in terms of employee contribution, effort and achievement that are the required standard for the role and level within the organisation. It is consistent deviation from standards associated with the role and grade.

Single incidents or very short periods of poor performance, which are out of character for an individual employee, do not fall into the category of underperformance that is being addressed in this section. These short-term incidents should be addressed through normal formative feedback and monitored to ensure that they are exceptional occurrences. Should these incidents develop into a trend, then the individual's behaviour should be addressed using the process set out below.

Informal Performance Improvement Process

It is important that issues of underperformance have been discussed with the employee and the manager has attempted to resolve these informally. This is to ensure that managers bring to the employee's attention, at an early point, concerns they have about the employee's standard of performance with a view to seeking to resolve these issues through open two-way discussion. Concerns about performance should be raised as soon as possible after they occur, or when they become evident. Managers should not wait until a planned 1:1 or the next formal Performance Development Review meeting is due before raising this with the employee. By making employees aware of performance concerns as they arise, it gives employees the opportunity to understand the nature of the issues and address these concerns, and for the manager and employee to work together jointly resolve the issues.

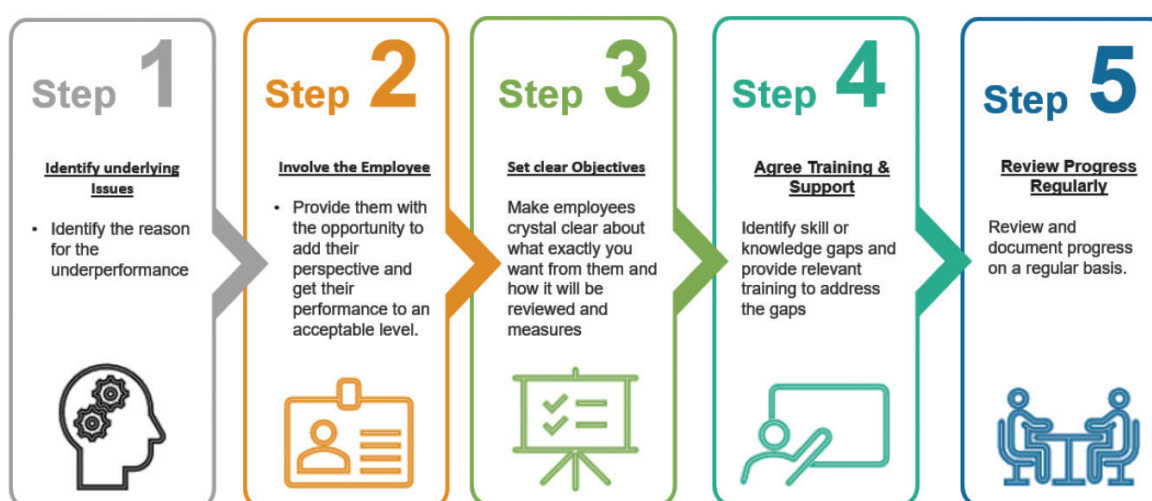


Figure 6: Informal Performance Improvement Process

Informal discussions can help

- ✓ Clarify the required performance standards for the role, in terms of quality and quantity of output
- ✓ Identify the specific area of concerns and discuss examples which evidence the underperformance
- ✓ Establish the likely causes of underperformance and identify any training/support needs; and set targets for improvement.

Informal discussion should be recorded in the [Informal Counselling Document](#).

Formal Performance Improvement Process

Where there are ongoing performance issues that are not resolved through the informal process, and performance does not improve to a satisfactory level through regular feedback and support, then a more formal structured approach will be required. Be transparent as possible with the employee about their level of performance and what the potential next steps might be.

The Performance Improvement Process (PIP).

A Performance Improvement Process (PIP) is a time bound process designed to address, in a formal manner, underperformance issues. The PIP is designed to facilitate constructive discussion, within the supervisory relationship, between an individual and their manager and to clarify the performance area(s) to be improved. This process requires constructive discussions between a manager and their direct report where performance issues are identified. It is implemented, at the discretion of the manager, when it becomes necessary to help an individual employee improve their performance and is recorded in the Performance Improvement Plan.

When an individual is engaged in the PIP, activities under the normal Performance Development Cycle cease. During the PIP the focus is on identifying and addressing the cause of the underperformance and providing additional supervision and supports if required.

Once the manager is confident that the sources/reasons for underperformance have been addressed, they can then recommend the individual re-engage in the Performance Development Cycle. If performance does not improve following the use of the Performance Improvement Process (PIP), consideration should then be given to moving to other supportive or corrective processes, e.g. EAP, Occupational Health, Disciplinary Process, etc.

When and how to use a Performance Improvement Process

The key role of the manager is determining when a performance improvement plan is necessary. They need to decide what scenarios merit using a PIP, and then work together with the employee to implement it. These are situations in which performance is not measuring up to expectations but can feasibly be improved with the right resources.

Overall, PIPs are a way for organisations to help their employees overcome obstacles. They can be applied to any area where employees need some support to succeed — things like attendance issues, difficulty meeting deadlines, misunderstanding of job expectations, or lack of engagement.

What is a Performance Improvement plan?

A performance improvement plan is a documented plan for addressing employee performance issues. A performance improvement plan communicates the action or solutions that will correct the performance issues. It also includes resources and supports for helping employees take that action, and a defined timeline for achieving the needed change.

Why do I need a performance improvement plan template?

A performance improvement plan template will guide you in creating a plan with specific steps and measurable goals. Starting with a template helps you move quickly on resolving issues. You won't have to worry about creating a plan from scratch and potentially missing critical steps. A template ensures consistency and guarantees that the entire plan, along with goals, outcomes, and timelines, is documented.

Discuss concerns of underperformance with the employee and give them the chance to respond and improve. Start by trying to understand why your employee is underperforming. They may be unaware of the problem or they may just need to engage with training or other supports already available to them. Their issue may stem from personal concerns that they need time off to resolve.

The duration of a PIP depends on the specifics issue, or the employee's role. As a rule of thumb, you can use a 30, 60, or 90-day plan. Base the timeline on the nature of the problem you're addressing. For example, one month might be too soon to see results in certain roles, but six months could be too much if the plan is not effective.

Conditions required for satisfactory performance

Satisfactory performance is dependent on the individual having a clear understanding of the purpose and scope of their role, the reporting relationships, responsibilities, accountability, priorities, and objectives associated with their role. They must be clear on the standards of performance and behaviour required and possess and demonstrate the knowledge, skills and competencies required to fulfil the functions of the role. Satisfactory performance is also dependent upon the individual's acceptance of the requirements of the role, personal motivation, ability, and commitment to delivering to the required level.

Ongoing performance is enhanced and supported by maintaining the clarity of purpose of the role, setting, and monitoring targets, providing the appropriate guidance, feedback and supporting the professional and personal development of the individual.

Managing underperformance through a Performance Improvement Process

Underperformance must be addressed in a structured and timely manner. Addressing underperformance is a managerial responsibility that should be actioned as required to address performance issues that are not being improved through normal formative feedback or informal process.

The structured approach to managing underperformance consists of a number of steps:

- A.** Identify the performance gap
- B.** Meet the individual staff member - identify the facts
- C.** Action plan to address underperformance
- D.** Monitor

A. Identify the performance gap

The performance gap should be identified by reviewing performance expectations and perceived current unacceptable performance. Before raising the performance gap with an employee, the manager should satisfy themselves that the following have been discussed with the employee:

- ✓ The purpose and scope of their role
- ✓ The responsibilities, accountability, priorities, and objectives associated with the role
- ✓ The skills, knowledge, competencies, and effort required
- ✓ The standards of performance and behaviour required
- ✓ The reporting relationships

If the above have not been discussed with the individual, the manager must immediately rectify the situation and discuss these requirements with them. If the above have been discussed, then the manager must inform the employee of their concerns and arrange a review meeting with them to formally discuss the performance concerns.

The manager should agree in advance the date and time of the meeting and outline in advance the objectives of the meeting which are to:

- ✓ Clarify the standards of performance expected
- ✓ Discuss the perceived performance gap
- ✓ Examine possible causes of the underperformance
- ✓ Agree a PIP to improve the situation

If the employee is already participating in the Performance Review Cycle (PRC) the manager and employee should be able to communicate with a higher degree of clarity about specific expectations.

B. Meet the individual staff member - identify the facts

Having set the scene and restated the objectives of the meeting the manager should:

- ✓ Describe what level of performance is expected
- ✓ State the current performance issue(s). Feedback should be specific and factual and should describe the underperformance and the impact underperformance has had on service delivery, colleagues, and the service.
- ✓ Ask the employee for their views on the examples cited and on what could be causing the situation. Try to identify the reason(s) why required standards are not being achieved.
- ✓ Discuss what emerges to fill in gaps in information or differences in perspective.

C. Action plan to address underperformance

Having identified what the issue(s) are, the manager and employee should discuss how they may be resolved. Clarify what needs to be improved. Be specific and cite examples.

- ✓ State the level of work performance expectation and that it must be performed on a consistent basis.
- ✓ Clarify employee goals and actions required to improve performance including targeted dates.
- ✓ Identify skills, knowledge, or attributes to be employed or developed and agree a learning and development plan with targeted dates. Identify employee's responsibilities in the plan.
- ✓ Specify the support and resources you will provide to assist the employee. (E.g. clarifying role expectations, learning and development, coaching, EAP etc.).
- ✓ Clarify expected results – identify the measure (quantity, quality, time) that will be used to evaluate progress.
- ✓ Discuss in a clear, non-threatening manner the consequences if performance does not improve.
- ✓ Agree the plan for providing feedback to the employee. Specify meeting times, with whom and how often. Specify the measurements that are to be considered in evaluating progress. Set up the 'check in' dates.

The details of the specific underperformance(s), items that contribute to the underperformance, the performance standards to be achieved, the supports available and the timescales involved must be recorded in the Performance Improvement Plan. A copy of the completed plan should be held by both manager and the employee.

D. Monitor

The manager is expected to monitor and provide feedback to the individual on a regular basis regarding their performance against the Performance Improvement Plan and may take additional action as warranted. The employee is expected to monitor their own actions and provide feedback to the manager on his or her performance against the plan.



Figure 7: Performance Improvement Process

Managers are expected to communicate clear expectations for performance to employees. A Performance Improvement Process is necessary when gaps in employee performance are identified. The manager is encouraged to identify current performance levels and work with the employee to develop a plan to enable them to meet the performance expectations associated with their role.

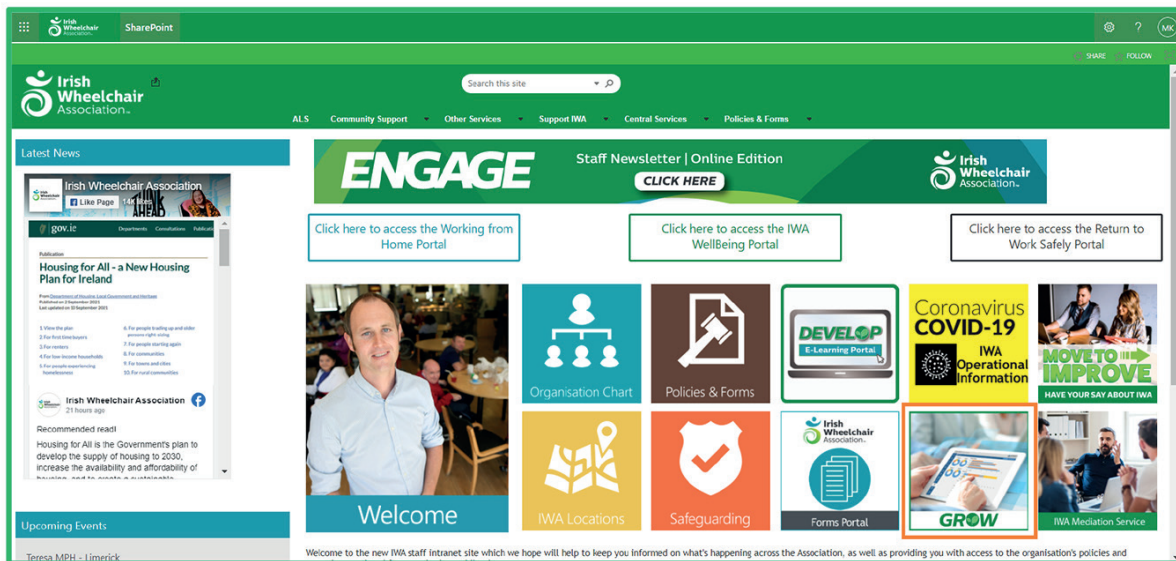
Appendix 1: Components and essential elements of IWA Performance Development Framework

		Component	Essential elements
CONTINUOUS		Set and clarify expectations Collaborative process between manager and employee to set performance expectations and clarify them on an ongoing basis.	Each employee has an up-to-date description of their role, including required capabilities and responsibilities, linked to the organisation's strategy. <ul style="list-style-type: none"> ✓ All employees understand IWA values, the capabilities required of them in their roles, and the deliverables for which they are accountable. ✓ All employees are aware of the codes of conduct, policies, procedures and standards, they are expected to observe. ✓ All employees undergo a review process that includes informal and formal reviews.
		Monitor Ongoing evaluation of progress towards achieving work goals and expectations, involving regular two-way feedback.	All employees have regular opportunities to discuss their work with their manager and receive informal feedback on their performance (either individually or as a team). <ul style="list-style-type: none"> ✓ All employees have the opportunity to provide informal and formal feedback to their manager.
CYCLICAL		Plan and review Collaborative process between managers and employee to plan performance, linked to organisational objectives, with periodic reviews of progress towards achieving work goals	All employees have an annual performance appraisal with their manager that sets out individual performance objectives linked to organisational objectives as well as the capabilities they are required to demonstrate in their role. <ul style="list-style-type: none"> ✓ Quarterly meetings for all employees to include performance objectives set out in the Competency Framework Document (GROW). ✓ All employees have a formal performance appraisal at least once a year. ✓ Quarterly meetings for all employees to include performance objectives set out in the Competency Framework Document (GROW). ✓ Performance appraisal is to inform all assessments for incremental salary progression.
		Develop Collaborative process to identify and develop employees' capabilities with periodic reviews of progress	Development plans are based on the capabilities required in the role, the employees' existing capabilities, and his/her performance objectives and/or career goals. <ul style="list-style-type: none"> ✓ Progress against development plans is formally reviewed at least once a year.
		Recognise Regular practice of recognising employee efforts and excellent performance outcomes and achievements	Recognise employees who are performing well <ul style="list-style-type: none"> ✓ Recognition of work outcomes achieved ✓ Incremental pay progression ✓ Career Progression Opportunities ✓ Succession Planning
EVENT DRIVEN		Resolve unsatisfactory performance Process of addressing employee underperformance.	Managers promptly work with the employee to understand and resolve instances or patterns of underperformance.

Appendix 2: Guide on accessing and using the [GROW Performance Development System](#)

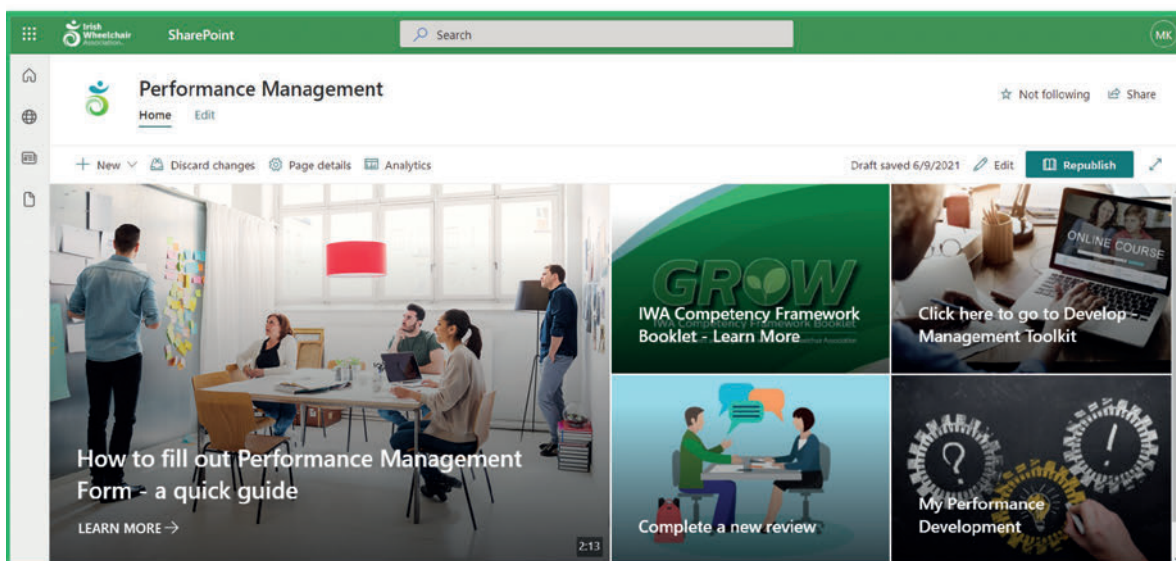
Step 1:

To Launch GROW, click the 'GROW' tile from the SharePoint main screen (marked in orange below).



Step 2:

To start your review, click on 'Complete a new review'.



Step 3:

Begin the new review by finding your name from the drop-down menu.

*Employee Name. The Reviewer Name is your Line Manager.

Continue to fill out the sections:

- ▶ **Professional Development:** Please enter any CPD, Training etc that you have taken, or are currently attending. You can choose from Training, Coaching or Mentoring (currently only these three options are available), then fill out the details in the Professional Development Comments box.
- ▶ **Q1, Q2, Q3, Q4 Actions:** List all of the Actions planned for achievement in each Quarter. These should be high-level, and not detailed – They should be clear and SMART.
- ▶ **Comments:** These should be filled out by the Employee, and then reviewed by the Line Manager before each Quarterly Performance Development Meeting.
- ▶ **Please don't forget to save each entry!**

The screenshot shows a SharePoint 'New item' form for a 'Performance Review'. The form has a teal header bar with the title 'Performance Review'. Below the header, there are two main sections. The left section is titled 'Employee Name' and contains a search box with 'Martin' entered. Below the search box, there is a list of search results, with 'Martin Kelly' and 'Martin.Kelly@iwa.ie' being the first result. The right section is titled 'Reviewer Name' and contains a search box with 'Find items' entered. Below the search box, there is a 'Today's Date' field with the date '31/12/2001' and a calendar icon. Below the date field, there is a 'Professional Development Comments' section with a large text area. At the bottom of the form, there is a 'Comments Q1' section with a text area.

Performance Development Meeting: These should be scheduled Quarterly. They should differ from scheduled 1-2-1 meetings and should fully focus on the actions from each quarter and the development opportunities available to the employee.

The 'Personal Development Plan' form is a green-bordered box. It has a title 'Personal Development Plan' in purple. Below the title, there are three rows, each with a text box and a colored circle. The first row has a text box with 'What I know/do really well ?' and a green circle. The second row has a text box with 'What I know/do am okay at but could do better ?' and a yellow circle. The third row has a text box with 'What I don't know/do well' and a red circle.

Step 4:

When you have completed the Review and saved what you have entered, you can find all your reviews by clicking on 'My Performance Development'



If you need/wish to edit a Review, simply click on the radio button on the left-hand side, and then click Edit!

A screenshot of the SharePoint Performance Management interface. The top navigation bar is green with the 'Irish Wheelchair' logo and 'SharePoint' text. A search bar is on the right. Below the navigation bar, the 'Performance Management' section is visible with 'Home' and 'Edit' links. A toolbar contains buttons for '+ New', 'Edit' (highlighted with an orange box), 'Edit in grid view', 'Share', 'Copy link', 'Comment', 'Delete', and 'Automate'. Below the toolbar, the 'Performance Review' table is displayed. The table has columns: Employee Name, Employee ID, Department, Position Held, Reviewer Name, Reviewer Title, Last Review Date, Today's Date, and Professional Development. Two rows are visible. The first row for 'Martin Kelly' has a yellow 'Required info' box in the 'Reviewer Name' column. The second row for 'Dragana Pekez' has a radio button in the left-hand column, which is highlighted with an orange circle. An orange arrow points from the 'Edit' button in the toolbar to this radio button. A 'Training' tag is visible at the end of the second row.



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