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People Management Toolkit

# Managing Performance

Agreed in conjunction with ACAS and PCS

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Sport for life

**sportscotland**  
the national agency for sport

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**Our values are: honesty, respect, integrity, openness, inclusion, ambition**

## 1.0 Introduction

- 1.1 **sportscotland** is committed to promoting good employment relations and will strive to achieve this by fostering a culture of open communication and consultation to support individuals in achieving the standards of performance expected whilst at work.
- 1.2 In dealing with performance matters **sportscotland** will ensure compliance with the appropriate employment legislation as noted in the [ACAS Code of Practice on Discipline and Grievances](#).
- 1.3 In managing performance matters, **sportscotland** will not discriminate on the grounds of including but not limited to disability, age, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation and also gender identity, responsibility for dependents, political beliefs, trade union activity, socio-economic background, Looked After Children and Care Experienced Young People (LACYP) or other relevant factors.

## 2.0 Scope of Policy

- 2.1 This policy applies to all **sportscotland** employees with the exception of the Chief Executive Officer who is subject to the relevant Scottish Government policy.
- 2.2 **sportscotland's** policy is to:
  - ensure employees are made aware of what standards of performance are expected of them in their job;
  - inform employees promptly of the basis of any performance concerns and give reasonable time and support to meet required standards;
  - provide training to support the effective implementation of the managing performance policy and procedures for those with responsibility for managing and supervising employees;
  - allow individuals to be accompanied at any formal performance management meeting;
  - provide mediation to support the effective resolution of disagreements and disputes ([see mediation policy](#)).
- 2.3 **sportscotland** is committed to ensuring that any performance issues are managed confidentially, sensitively and promptly and that any employee involved in the process,

either formally or informally, is able to access confidential support, through the [Employee Assistance Programme](#) should they wish to do so.

- 2.4 It is the responsibility of the Line Manager to ensure that all their staff are made fully aware of what is expected of them personally, and of their team within the organisation, through providing communication, support, training and development. The Line Manager is responsible for identifying any underperformance and instigating any required support, investigation and/or formal action.

### **3.0 Procedure**

- 3.1 The aim of managing performance is to help individuals to meet the standards of performance required by **sportscotland**. Performance is defined as all matters related to an employee's skills, aptitudes or competences and their level of effort in application.
- 3.2 Throughout any performance management process it is important that records are kept by the Line Manager and, once a process has been concluded, these are passed to HR so that they can be kept in confidence and in accordance with GDPR.

#### **Identifying a Performance Issue**

- 3.3 Managing underperformance is the responsibility of the Line Manager. Line Managers should identify whether a performance issue exists and consider the reasons why that individual may not be performing.
- 3.4 The decision on how the matter will be managed depends upon identifying the issue of concern, therefore accurate assessment is essential. Indications that an employee is not performing to the required standards of the job may arise in a variety of different ways:
- there may be factual grounds to indicate unsatisfactory performance, such as failure to achieve results or outcomes, e.g. agreed PDR outcomes;
  - the manager's own observations of the employee's performance may give rise to concerns;
  - the employee may have indicated that there is a problem; or
  - there may be concerns or complaints about the employee's behaviour and/or standards of work from colleagues, customers and/or partners.

#### **INFORMAL STAGE**

- 3.5 Some potential performance management matters can be resolved informally. This informal approach is encouraged as it can help maintain positive working relationships and reduce the impact on all concerned.
- 3.6 When a Line Manager becomes aware of concerns or issues about an individual's performance, they should address this with the employee as quickly as possible. By working with the employee in a co-operative way, it is often possible to identify and remedy some of the underlying causes of work performance problems.
- 3.7 It is important for the Line Manager to consider whether there is anything that could be causing the performance issue, for example:
- Is the employee clear what is expected of them and do they understand these expectations?

- Has appropriate feedback on performance previously been provided?
- What support has been provided and what else might be available? e.g. training, guidance, equipment, etc.
- Are there any underlying issues/factors that may be impacting on the individual's ability to perform effectively? e.g. Underlying health or personal problems.

### **Performance Review**

- 3.8 Regular performance reviews and ongoing support will help minimise under-performance. Nevertheless, there may be occasions when, despite adequate support, an employee's performance fails to reach the required standard.

### **Support, Coaching and Mentoring**

- 3.9 Support, coaching and mentoring by Line Managers will help employees understand the performance issue and possible options for improving. It is, therefore, important to discuss any problems with employees so that practical solutions can be agreed. Often a short-term development plan can be used to support employees and will be included in PDR discussions.

- 3.10 As part of supporting and coaching/mentoring, it is important for the Line Manager to make a written note of any review discussions so the details of what has been discussed and agreed are recorded. These can be used for reference by the parties concerned as progress is made towards the agreed improvement. The following provides some guidance on what to cover during the conversation:

- ensure that the employee is clear about the performance issue;
- agree an action plan, to be in place for sufficient time to allow for improvement;
- what specifically the improvement required will be;
- what the timescale for improvement will be;
- any support, including any training, is identified and agreement is reached on how this is to be provided;
- any review dates.

- 3.11 The employee should be informed, as part of the discussion that if they do not achieve the required improvement in performance then matters may proceed to the formal procedure.

### **FORMAL PROCEDURE**

- 3.12 Formal action will be appropriate where the informal approach has not led to the necessary improvement in performance. Where this is the case HR must always be informed and will outline what stage is appropriate

- 3.13 A formal improvement plan with established timescales will be agreed and issued in writing to the employee. In the event that established timescales and outcomes are not achieved, the issue may move to a Performance Hearing which is aligned to the steps of the disciplinary procedure. Guidance should be sought from HR.

- 3.14 It must be made clear to the employee during the formal process that should they be unable to reach the standards set out in their formal improvement plan, then one of the sanctions could be dismissal on the grounds of capability. This sanction would only be appropriate after alternatives to dismissal have been explored and considered.

## Version Control History

Group update with HR and PCS Union.  
To be reviewed within 3 years of the date below.

Name	Position	Signature	Date
Callum MacInnes	HR Manager	DocuSigned by: <i>Callum MacInnes</i>	16-Oct-19   07:54:44 F
Nichola Raccio	HR Officer	A63B04DB491E4EE... DocuSigned by: <i>Nichola Raccio</i>	16-Oct-19   15:44:32 E
Andrew Kelly	Trade Union Representative	E41CQ130B7114AB... DocuSigned by: <i>Andrew Kelly</i>	17-Oct-19   09:44:46 E
Scott Baxter	Trade Union Representative	3F74D29D3E1F49E... DocuSigned by: <i>Scott Baxter</i>	16-Oct-19   16:12:19 E
		1455ED4FC7E1447...	