Managing People Effectively

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Seminar aims:

- To provide an insight into some of the key tools and techniques for managing staff effectively.
- To look at the key policies and procedures which aid in managing staff effectively.
- To practise some of the skills/techniques learned from the seminar.
Questions to keep in mind

• What are the core issues that you encounter with managing people effectively in your organisation?
• What tools and techniques do you currently use in your organisation to manage people effectively?
• How can you implement the tools and techniques learned today to manage your people more effectively?
• What can you improve in your management practices?
Managing Performance Cornerstones

- Induction
- Job description
- Setting goals/objectives
- Probationary Reviews
- 1-2-1 Meetings/Staff Supervision Meetings
- Annual Performance Reviews/Appraisals
- Performance Management/Capability Procedures

Performance management is a continuous process!
Induction
What should an induction cover?
Induction - helpful tips

- Induction plan (six months or three months)
- Establish regular weekly contact
- Open door policy
- Feedback tips
- Allocate a mentor/buddy
- Internal inductions
Clarify job expectations

- Does the employee understand their job role?
- Job description?
- Importance of psychological contract.
- Line Manager clarity.
- Time for discussion.
- Clear objectives/targets.
- Workplan/induction plan to set objectives.
Probationary Review Period

Probationary review at two, four and six month periods, option to extend.
1-2-1/Staff Supervision Meeting
1-2-1/Staff Supervision Meetings

• What is a 1-2-1/staff supervision meeting?
• Key elements of 1-2-1/staff supervision meeting.
• Time effectively used.
Benefits for the employee

• Increased motivation.
• Clarifies work expectation.
• Discuss work problems/issues.
• Discuss and plan development.
• Improved working relationships.
Benefits for the Line Manager

• Work objectives.
• Areas for improvement.
• Focus on objectives.
• Clarify expectations.
• Productive relationships.
• Increase job satisfaction.
Benefits to the Organisation

- Work expectations.
- Communicate objectives openly.
- Increased cohesiveness and loyalty.
- Improved relationships
Benefits to the Organisation

• Areas for improvement.
• Training and development needs.
• Continuous improvement.
• People are valued.
Performance Appraisal/Review
Performance Appraisal – Purpose

• Values of the organisation.
• Review performance against agreed targets and outputs.
• Agree new or updated objectives.
• Provide feedback.
Performance Appraisal/Review

- To examine development needs.
- Career progression.
- To review 1-2-1s throughout the year – consolidate.
- To inform annual pay uplifts.
Performance Appraisal/Review

• Preparation – valuing employees.
• Exchange views in advance.
• Use 1-2-1/staff supervision notes to support review.
• Listen more than talking.
Appraisalal Feedback

- Structured feedback
- Constructive feedback
- Evidence-based feedback
- Open discussion
Appraisal Questions

• Overall performance in role?
• Tasks expected to achieve over appraisal period?
• How did they achieve these?
• Examples of performance which support opinion?
Appraisal Questions

- Tasks expected to achieve in next period?
- Improvement required?
- Support required?
- Role and aspirations.
Performance Management Procedure
Fundamentals of Performance Management

- Commences on day one.
- Clear goals and objectives.
- Clear job description, tasks, roles and responsibilities.
- Line Manager’s role.
What if performance issues?

- What if the employee is underperforming?
- Robust performance measures.
- Poor performance – capability.
- Poor performance – misconduct.
- Probationary reviews.
Reasons for Poor Performance?
Reasons for poor performance

- Lack of care or effort.
- Medical/disability related.
- Training, support or supervision.
- Factors inside/outside work.
- Poor management/supervision.
- Already overstretched.
Exercise - Scenarios
Performance Management Policy

• Policy in place.
• Stage 1: Investigation.
• Stage 2: Review meetings.
• Improvement, target dates and review dates.
• Reasonable adjustments/support required?
Investigation Questions

• All actions should be documented.
• How long? Reasons?
• Past performance levels?
• Increase or a reduction in staffing levels?
Investigation Questions

• Changes in work systems or personal circumstances?
• Interpersonal conflict in the workplace?
• Are there signs?
Bringing performance up to standard

• Aware of standards expected.
• Realistic/achievable standards.
• Identify shortfall in performance.
• Identify training, support or supervision.
• Follow a fair procedure.
In support of improvement

• Adjustments in the role.
• If Disability Discrimination Act - reasonable adjustments.
• Further training.
• Regular coaching/mentoring or assigning a buddy.
In support of improvement

• Clearer instructions or requirements and more regular feedback.
• Structured policies – fair and consistent treatment.
Summary

• Structured induction and probationary review period.
• Setting clear objectives/robust performance measures.
• Regular review through 1-2-1 and staff supervision.
• Constructive feedback throughout.
• Employees should know ‘where they stand’ when it comes to their performance.
Summary

- Understand the difference between ‘Performance – Capability’ and ‘Performance – Misconduct’.
- Do you have a procedure for managing poor performance?
Thank you for your time!

Any questions?