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Individual Performance Review

The process for managing individual performance within Police Service Northern Ireland is included in this instruction. It also sets out the role and responsibilities of the Jobholder, Reporting Officer and Countersigning Officer. The purpose for this instruction is to outline the framework which supports and develops all our people to individually contribute to the best of their ability and make every contribution count.



Table of Contents

1. Introduction.....	4
2. Principles.....	4
3. Aims/Objectives of Appraisal in the PSNI	4
4. Implications	5
5. IPR Process	5
Meets the Standard	6
Does Not Meet the Standard	6
6. Appeal	7
7. Supporting Exceptional Performance.....	7
8. Supporting Performance that Falls below Standard	8
9. Roles and Responsibilities.....	9

Table of Appendices

Appendix A Flowchart of IPR Process 11

Appendix B Contact Us 12

1. Introduction

The IPR has been fully integrated with the Policing Professional Framework¹, which is the competency and behavioural framework that PSNI uses in all people management activities, such as selection, recruitment, promotion, development and reward. Every role within the PSNI is aligned to a role profile which sets out the skills, knowledge and Personal Behaviours required to perform effectively in a given job, role or situation.

Jobholders will be assessed against the standards of competence for their role, which includes any training or accreditation requirements and demonstration of the Personal Behaviours of Accountability, Courtesy, Fairness and Respect and Collaborative Decision Making.

2. Principles

Underlying principles of the process are to support and reinforce;

- a fair, transparent, consistent and structured approach to managing performance;

- a clear communication of performance standards for a Jobholder's role/rank/grade;
- a clear communication of the Policing with the Community Personal Behaviours of Accountability, Courtesy, Fairness and Respect; and Collaborative Decision Making, and;
- a performance culture to sustain and drive our Policing with the Community ethos.

The IPR applies to all ranks and grades in the organisation, up to and including ACC/Grade 3. The IPR does not apply to officers during their probationary period; however upon probation 'sign out' they will immediately transfer to the IPR process.

Any reasonable management action to challenge and deal with underperformance is a legitimate exercise of management responsibility and does not constitute Bullying and Harassment. Addressing underperformance within the IPR process is an informal and supportive measure.

3. Aims/Objectives of Appraisal in the PSNI

To ensure all individuals, whatever their role, contribute to the shared purpose of

¹ This will be replaced by the Competency and Values Framework

Keeping People Safe and Policing with the Community.

To encourage and embed a more effective way of working, which treats people with Courtesy, Fairness and Respect, thereby removing the potential for an unstructured and arbitrary approach to managing people.

Support the Jobholder/Reporting Officer relationship which is fundamental to a performance culture.

To provide a formal means of providing constructive feedback and recognition and also manage early indication of underperformance within a supportive and developmental management framework

Encourage regular contact and conversation around an individual's performance, with a positive emphasis on supported development to **make every contribution count**.

To contribute to PSNI Corporate Plan by having a workforce which is productive, engaged, representative and feels valued.

4. Implications

Effective support provided for the management of people, learning and development culture.

Improves individual professionalism by defining, reinforcing and assessing performance standards and Personal Behaviours, to foster a culture of Accountability, Courtesy Fairness and Respect and Collaborative Decision Making.

Provides internal demonstration of Courtesy Fairness and Respect as measured through fair, equitable and supportive management of staff, where performance assessment will honestly reflect individual contribution.

5. IPR Process

This is a cyclical process between 1st April and 31st March, which is completed on eServices (see Appendix A).

1st April, the Jobholder will have two standardised objectives for their rank /grade, one of which will require the identification of one area of improvement within role.

The inclusion of a Personal Development Goal is optional for all officers and staff up

to Chief Inspector/Deputy Principal. For Superintending ranks/Grade 7 and above a Personal Development Goal is mandatory.

Once completed, the Job Holder will forward the IPR to their Reporting Officer to approve.

Within the appraisal year, regular performance conversations should take place to communicate team and individual priorities to keep the appraisal process fluid, forward facing and focused on delivery of outcomes.

Regular performance feedback will ensure recognition and praise when appropriate and coaching and support when a challenge presents itself.

One formal in-year face to face review discussion must take place between the Jobholder and Reporting Officer to assess progress. The requirement for the Jobholder to record self-evidence for the in-year review is optional, however there is a requirement to verify on IPR eservices that a formal face to face review took place.

At the end of the reporting year, the Reporting Officer will conduct a performance discussion with the Jobholder and award an overall performance assessment using a two score matrix –

Meets the Standard/Does Not Meet the Standard. In preparation for this discussion the Jobholder will record self- evidence on IPR eServices.

Meets the Standard performance descriptor

The Jobholder has demonstrated the PWC Behaviours, met the National Occupational Standards and training requirements within their role profile and achieved their personal improvement goal to deliver expected outcomes.

Does Not Meet the Standard performance descriptor

The Jobholder has failed to demonstrate against any, or one or more of the following;

PWC behaviours, National Occupational Standards and training requirements within their role profile, or expected outcomes, despite a Performance Support Plan.

Countersigning Officers have oversight of IPRs within their area and should satisfy themselves that all performance assessments, as far as possible, reflect an honest assessment of individual contribution within teams and overall performance of the unit.

6. Appeal

An IPR end of year assessment cannot be appealed on the grounds that a Jobholder disagrees with their Reporting Officer's assessment.

The grounds for appeal apply when a Jobholder believes they have been unfairly treated, or that correct procedure has not been followed within the IPR process.

The Countersigning Officer will convene a meeting with the Jobholder and Reporting officer, to ascertain facts from both parties before making an appeal decision.

The Countersigning Officer's decision is final and there is no further right of appeal within the IPR process.

If the appeal implicates the Countersigning Officer, then another Countersigning Officer of a similar rank should convene the meeting.

7. Supporting Exceptional Performance

The Reporting Officer has a responsibility to identify and recognise sustained exceptional performance within their teams.

Exceptional performance is demonstrated by the Jobholder carrying out the standards

and Personal Behaviours of their role to a sustained exceptional level over the performance year - a Jobholder demonstrating exceptional performance on a 'one off' basis is **not** sustained exceptional performance.

When assessing Exceptional Performance, line managers should refer to the Jobholder's PPF role profile, wherein the National Occupational Standards and Personal Behaviours set out the level of performance expected of all Jobholders. Cases of exceptional performance should exceed this standard, that is, demonstration of performance standards and Personal Behaviours at the next level/rank.

Where a case of sustained exceptional performance is identified, the Jobholder has the option to embark on an individually tailored professional development plan and programme. This will provide an opportunity to improve and broaden knowledge base, skills, experience and expertise and help define the Jobholder's career path.

8. Supporting Performance that Falls below Standard

Regular performance feedback, discussions and support will help minimise performance that does not meet PSNI standards.

Support and coaching by Reporting Officers will help Jobholders identify possible options and necessary action for improving performance. Underperformance may have a variety of causes and some may relate to outside the workplace. It is therefore important to discuss any issues with Jobholders to ascertain if supportive action such as OHW referral, temporary change of duties or approval of leave/time off, would assist in resolving the underperformance.

In most cases action agreed between a Jobholder and Reporting Officer can remedy underperformance issues at the earliest opportunity. It is therefore important that a Reporting Officer challenges underperformance, is prepared to have difficult conversations and understand the cause of underperformance, to offer the relevant support to bring about improvement.

There may be occasions, where despite feedback, discussions and support, a

Jobholders performance fails to reach the required standard. In this instance a Performance Support Plan (PSP) will be required to support the Jobholder. This is a clear plan setting out actions to bring about improvement, usually over a period of 2 to 3 months, incorporating fortnightly progress meetings.

A PSP is an informal approach, managed within the IPR process to afford the Jobholder the opportunity to improve their performance where a shortfall has been identified. A PSP will not automatically impact the overall assessment rating at year end. If the Jobholder reaches and maintains the required standard of performance, the Reporting Officer will close the PSP and assessment will continue as normal.

The Reporting Officer and Jobholder must agree the content and timescales within the PSP. If there is disagreement, the Countersigning Officer will assess the reasonableness of PSP content and timescale and their decision will be final.

Where a PSP fails to bring about a sustained improvement in performance, then a formal approach may need to be taken. The formal approach is set out

within PSNI Unsatisfactory Performance Process.

9. Roles and Responsibilities

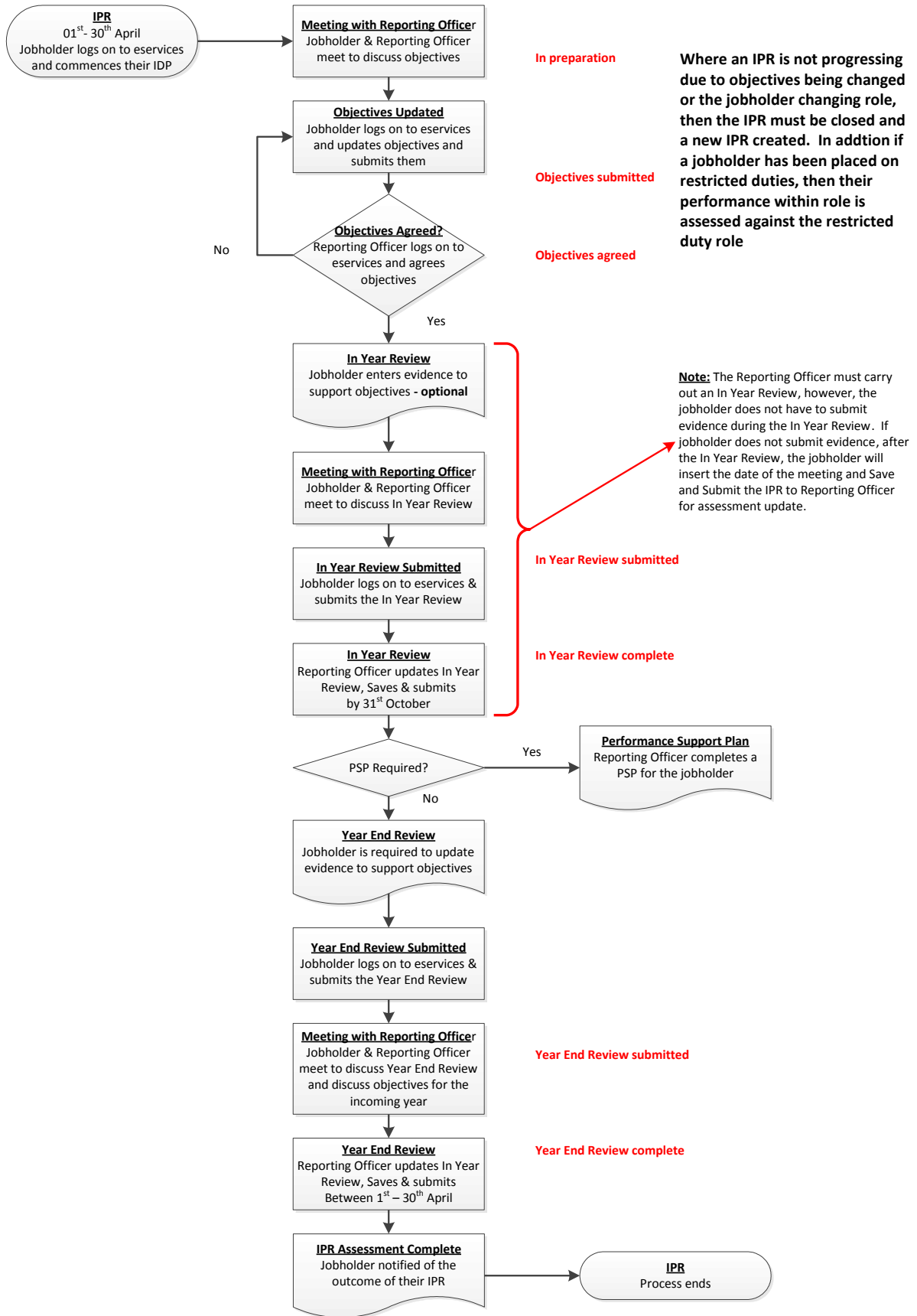
<p>Job Holder</p>	<p>Take personal responsibility for their own performance and development.</p> <p>Engage with the IPR process and use it as a means to strive for continuous performance improvement.</p> <p>Request regular feedback and updates on progress and do not wait until the formal in-year review.</p> <p>Accept Reporting Officer support to raise performance when underperformance and development needs have been identified.</p> <p>Approach the IPR as two-way and not 'Reporting Officer versus Jobholder' – it should be a cooperative approach working together to gain mutual benefit.</p> <p>Engage with IPR milestone dates to ensure the process delivers benefit.</p>
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<p>Reporting Officer</p>	<p>Engage in the IPR process to effectively manage people.</p> <p>Set an example and actively demonstrate the behaviours and standards expected – hearing one thing and doing another sends out conflicting messages.</p> <p>Regularly communicates team priorities</p> <p>Honestly assess performance to fairly reflect individual performance achievements.</p>
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<p>Reporting Officer</p>	<p>Challenge and deal with issues of underperformance and support individuals to achieve organisational standard.</p> <p>Recognise and share instances of exceptional performance.</p> <p>Engage in regular performance feedback throughout the year and engage in two formal face to face reviews within the IPR year.</p> <p>Take appropriate action to support and coach exceptional performers</p> <p>Effectively plan the teams' formal review discussions within IPR timeframes.</p>
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<p>Countersigning Officer</p>	<p>Encourage and support full engagement within the IPR process.</p> <p>Maintain oversight of all IPR's within area of responsibility and ensure assessments reflect individual contribution within teams.</p> <p>Effectively carry out the role of IPR Appeal Officer when required.</p>
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Appendix A Flowchart of IPR Process



Appendix B Contact Us

Service Instruction Author

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