

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5AIOP- Contributing to Improving
Organisational Performance

Word Count: 2950

Student Name: Catherine Evans

Student Number: 1919841

CIPD Membership Number: 49835269

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: *C. A. Evans*

Date: 9th September 2021

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Candidate name: Catherine Ann Evans				CIPD Membership/registration No.: 49835269		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1919841		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AIOP	Contributing to Improving Organisational Performance	1.1	Screenshots of Performance Management policy	EV.1		
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5AIOP	Contributing to Improving Organisational Performance	1.2	Role Profile Specific Attainments	EV.11		
5AIOP	Contributing to Improving Organisational Performance	1.2	Competency Value framework & interview guidance	EV.12		
5AIOP	Contributing to Improving Organisational Performance	1.3	Email to Manager to review sickness	EV.13		
5AIOP	Contributing to Improving Organisational Performance	1.3	Research recommendation	EV.14		

5AIOP	Contributing to Improving Organisational Performance	1.3	Screenshot of probation form	EV.15		
5AIOP	Contributing to Improving Organisational Performance	2.1	Email to Head of Department regarding upcoming training courses	EV.16		
5AIOP	Contributing to Improving Organisational Performance	2.1	Transformational Leadership certificate	EV.17		
5AIOP	Contributing to Improving Organisational Performance	2.1	DAP Screenshot from Promotion Board pack	EV.18		
5AIOP	Contributing to Improving Organisational Performance	2.2/2.3	Email advising on DAP process	EV.19		
5AIOP	Contributing to Improving Organisational Performance	2.2/2.3	Email from Line Manager	EV.20		
5AIOP	Contributing to Improving Organisational Performance	2.2/2.3	DAP Intranet Page	EV.21		
5AIOP	Contributing to Improving Organisational Performance	2.2/2.3	Advice and guidance poster	EV.22		
5AIOP	Contributing to Improving Organisational Performance	2.2/2.3	Email from Line Manager relating to advice	EV.23		
5AIOP	Contributing to Improving Organisational Performance	3.1	Line Manager training email	EV.24		
5AIOP	Contributing to Improving Organisational Performance	3.2	Screenshot of NCALT training portal	EV.25		
5AIOP	Contributing to Improving Organisational Performance	3.2	Advising recruit of NCALT information	EV.26		
5AIOP	Contributing to Improving Organisational Performance	3.2	Expression of interest advert	EV.27		
5AIOP	Contributing to Improving Organisational Performance	3.3	Performance Management survey	EV.28		

Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.

- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:

C. A. Evans

Date:

8th September 2021

1.1.

Performance management within an organisation should monitor, maintain and improve employee performance and should be aligned to the organisational objectives (CIPD, 2020) Our attendance and performance management policy is available on our intranet. (EV.1) Our performance management at Dyfed Powys starts at the recruitment stage where we assess previous references and identify any issues. Once employees have completed their six-month probationary period, they are then enrolled on our performance appraisal system by their line manager. Guidance is available on our HR Intranet page along with all HR policies and protocols. (EV.2)

We use a traditional performance management system called the DAP (Development and Assessment profile). Our organisational objective is set by the Chief Constable at the start of the year and departmental objectives are set by the Head of HR, with personal objectives chosen by the employee. (EV.3) The result of the organisational goals being tied to our departmental and personal objectives boosts employee engagement as was shown in research carried out by both (Gallup,2016) and (Deloitte,2015).

Our appraisal system allows for monthly 1:1 meetings, interim review meetings (6 months) and an end of year appraisal where grades are decided after discussions between employees and line managers. (EV.4) Feedback is continuously provided throughout the year and any issues can be addressed at an early stage. We have recently introduced 360 feedback, which will be included as part of the line manager training. (EV.5) This feedback can help both the line manager and the employee to form a performance picture

Our monthly 1:1 meetings are where informal discussions take place around performance. The research highlighted by (Clear View, 2019) showed that regular meetings to discuss priorities and objectives are encouraging improved employee engagement.

Our performance management system is supported by policies with flowcharts to assist the line managers (EV.6).

Any performance issues are initially dealt with by line managers, if performance does not improve and further action is needed our Attendance and Performance Manager will become involved in advising on the formal stages of the process.

Some examples of performance issues that are dealt with within Dyfed Powys Police include:

- Failure to meet behaviours or standards as defined within the staff members role profile;
- Inadequate efficiency or work output
- Failure to achieve qualifications or training required for the role as defined in role profile;
- Failure to co-operate and negative attitude to work

Performance issues can arise due to high sickness levels and if the poor performance is due in part to sickness absence, but there are other issues, the line manager should progress unsatisfactory performance management. Our online sickness management system is coordinated by the divisional HR Officers. The Line Managers receive automated emails regarding any outstanding actions including GP certificates, welfare visits and Occupational Health referrals. The Line Managers are responsible for the transactional work which enables the HR Officers to be more strategic by quality-assuring sickness entries, providing advice and guidance and implementation of supportive plans including reasonable

adjustments and temporary restrictions to duties and hours of work to allow a return to work.

Our Attendance and Performance Management Policy informs line managers that if our sickness triggers are met that a supportive plan should be put in place. Our triggers are 3 or more absences within 12 months, a Bradford score of over 200, and 28 days of consecutive sickness. There can be a lack of understanding of the supportive nature of the plans and they can be seen as detrimental to employee engagement. The HR Officers need to ensure that the line managers are engaging with the employee, to establish whether there could be issues at work or at home that are impacting their attendance and performance, and provide the necessary adjustments or support.

We hold annual award ceremonies where managers and employees can nominate any staff member that they feel deserves recognition. The awards are very popular and staff are encouraged to nominate colleagues, departments, external agencies or anyone they feel deserving. (EV.7) During the pandemic the awards were moved to a virtual platform to ensure that the employees continued to feel valued.

1.2

Our policies and procedures are underpinned by legislative information from the ACAS Code of Practice (EV.8). ACAS describe performance management systems as not only a tool used to identify poor performance but also a system that can be used to motivate, recognise and develop employees.

Our DAP system has been designed to ensure fairness and minimise bias. Employees that feel they have been treated unfairly during the performance review process could complain on grounds of the Equality Act 2010. (EV.9). If they feel the unfair treatment is due to sex, pregnancy, married or civil partnership status, transgender status, race, religion or belief, sexual orientation age or disability they could bring a claim for discrimination to an employment tribunal. Managers need to ensure that they remain objective and not allow personal relationships to influence appraisals as this could destroy the trust in the manager/employee relationship

If a claim is made for unfair dismissal due to capability, the appraisal records can be used in the legal proceedings – it is therefore imperative that the appraisal records are accurate. (Croneri, nd)

Police staff have the option of joining a trade union (Unison) and police officers have a police federation representative (EV.10) – the representatives from both Unison and the Federation assist employees through the performance management process if needed, and are also involved in the development of the process.

Our role profiles are clearly defined and based on the competency and value framework. (EV.11) All applicants before an interview are provided with the competencies and values level that they will be assessed against at their interview, along with guidance. (EV.12)

1.3

As part of my role as a police officer recruiter, I am required to analyse references received from employers prior to the recruit starting their employment with Dyfed Powys Police. It is a requirement that recruits meet the absence standards required and if it is identified that they have high sickness levels in their previous employment we have to establish further details and pass to a Senior Manager for a decision as to whether we can progress the recruit. (EV.13) If the recruit triggers out sickness standards they will be rejected.

Whilst carrying out my research on the induction process content, (EV.14) I identified that there was no information included on our performance management process and have suggested to the Senior Management team that this is included as part of the induction process to ensure we portray a positive image of the organisation including our values and culture. (CIPD, 2020)

As a line manager, I complete probationary forms for any new employees which include appraisals at three weeks, two months and six months. (EV.15) As can be seen on the final probation form page, the completion of the six-month probationary period can be extended if required by consulting with the Performance Management Team or the employee progresses to become a permanent staff member.

Bibliography

App.croneri.co.uk. (n.d). *Performance Appraisal / Croner-i*. [online] Available at: <<https://app.croneri.co.uk/training/performance-appraisal/background?product=132>> [Accessed 16 August 2021].

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CIPD. (2020). *Performance Management / Factsheets / CIPD*. [online] Available at: <<https://www.cipd.co.uk/knowledge/fundamentals/people/performance/factsheet>> [Accessed 16 August 2021].

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Webarchive.nationalarchives.gov.uk. (2021). [online] Available at: <<https://webarchive.nationalarchives.gov.uk/ukgwa/20210104113253/https://archive.acas.org.uk/index.aspx?articleid=6608>> [Accessed 16 August 2021].

LO1 EVIDENCE

EV.1



Attendance & Performance Management Policy

Version 1.1 – May 2015

Section 2 - Management of Performance

7.0 Management of Performance

7.1 Feedback

Giving feedback to employees is an important part of a line manager's role. An absence of feedback creates uncertainty among employees about the organisation's expectations of them and the standard of their performance, which is likely to result in poor engagement between employees and the organisation.

Where an employee receives feedback this is likely to increase the level of engagement because the employee feels more involved and connected to organisational goals, and helps to demonstrate that the organisation values their efforts.

When employees are performing to an acceptable standard, feedback helps to reinforce and embed best practice and ensure that the actions that individuals are taking are aligned to the business's goals. Feedback creates an environment of learning and development and helps to develop existing strengths. It also helps to prevent employees from becoming demotivated, which can happen when they are not challenged or engaged with the organisation, and ensures that they continue to strive to improve their performance.

Giving feedback to employees helps to ensure that performance issues and behaviour are addressed and eliminated. Giving employees informal feedback on a day-to-day basis is more important than giving them formal feedback on an infrequent basis. Tackling performance and behavioural issues early is likely to prevent them from escalating and becoming more difficult to address. This can help to avoid having to instigate the formal performance management process.

Feedback also helps employees to prioritise their tasks. It can help them to focus on the aspects of their role that are important to organisational success and stop them wasting time and effort on unnecessary tasks.

7.2 Performance Assessment and Review

The Force recognises that it is essential that all staff members fully understand the requirements of their role, the performance standards expected of them and how their role impacts upon the overall achievement of the Force's Strategic Aims. This should be communicated informally through normal supervisory practices and formally through the Performance Development Review (PDR).

The PDR should be the principal method by which performance is monitored and assessed. It is the responsibility of the line manager to set objectives for their staff and it is the responsibility of all staff, with appropriate support from management, to ensure they both understand and meet those objectives. Objectives set by the line manager should be specific, measurable, achievable, relevant and time-related (SMART).




COVID-19

// DPPI Home / Sites



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[Business Continuity](#)
[Employee Resourcing](#)
[Frequently Asked Questions](#)
[HR Forms and Applications](#)
[HR Policies, Guidance and Protocols](#)
[HR Toolkits for Managers and Staff](#)
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Human Resources

Performance Management

The purpose of performance management is to ensure that a fair and consistent approach is adopted to support, enhance and improve the performance of Members of Staff where concern has been expressed regarding their capability.

The importance of challenging unsatisfactory performance of individual Members of Staff in the context of overall unit / force performance and the Member of Staff's personal development should not be underestimated.

Performance management in the police service is intended to be a positive and supportive process, with the aim being to improve performance.

All unsatisfactory performance matters should be handled in a timely manner while maintaining confidence in the process. Unsatisfactory performance matters should be applied fairly in both a non-discriminatory and non-adversarial way and matters must be handled in the strictest of confidence.

Policy

[Attendance & Performance Management for Police Officers and Police Staff](#)
[Reg 12/13 Performance and Attendance](#)
[Police Staff Misconduct Policy](#)

[Attendance and Performance Management](#)
[Business Continuity](#)
[Employee Resourcing](#)
[Frequently Asked Questions](#)
[HR Forms and Applications](#)
[HR Policies, Guidance and Protocols](#)
[HR Toolkits for Managers and Staff](#)
[Job Families](#)
[Limited Duties](#)
[National Police Promotions Framework \(NPPF\)](#)
[Pay and Conditions of Service \(Police Staff\) & Consultation Framework](#)
[People Strategic Resources Report](#)
[Workforce Plan and Skills Development Strategy](#)

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HR Policies, Guidance and Protocols

Dyfed Powys Police Policies on a broad range of subjects are consolidated together and published on the Force Authorised Professional Practise (APP) site. The links to policy documents below are to the APP site unless specified otherwise:

Policy Schedule

[Annual Leave Policy - Police Officers](#)
[Attendance & Performance Management Policy](#)
[Bonus Payment Policy](#)
[Career Break Policy](#)
[Change Management Policy](#)
[Diabetes Policy \(policy currently under review\)](#)
[Dignity in the Workplace Policy \(**New Policy**\)](#)
[Discipline \(Police Officer\) See PSD – \[Click here for link to PSD Site\]\(#\)](#)
[External Secondment Policy](#)
[Fairness at Work Policy](#)
[Flexitime Policy](#)
[Home Working Policy \(under review\)](#)
[Job Related Fitness Test Policy](#)
[Leave for Personal Family Reasons plus Other Special Leave Policy](#)
[Limited Duties Policy](#)
[Management of Industrial Action Policy](#)
[Management of Police Staff Probationers \(currently People Services site only\)](#)

[The Management of Stress at Work Policy \(currently People Services site only\)](#)
[Maternity, Paternity and Adoption Support Leave Policy](#)
[No Smoking Policy \(under review\)](#)
[Organisational Learning Agreement Protocol Policy](#)
[Police Staff Misconduct Policy](#)
[Promotion Selection Policy \(**New Policy**\)](#)
[Recruitment & Selection Policy \(**New Policy**\)](#)
[Redundancy Provisions - Police Staff](#)
[Reg 12 /13 Performance and Attendance – Police Constables](#)
[Regulation 12/13 Conduct Policy \(currently People Services site only\)](#)
[Part Time and Flexible Working Policy \(under review\)](#)
[Shared Parental Leave Policy](#)
[Special Constabulary Policy](#)
[Time Off for \(Armed Forces\) Reservists ACPO All Wales Policy \(currently People Services site only\)](#)
[Working Time Regulations - Workforce Agreement - Unison](#)
[Working Time Regulations - Workforce Agreement - Federation](#)

EV.3

Development & Assessment Profile (DAP) - 2020 - 2021

The DAP includes:

- A Reflective Journal to record evidence of your good work.
- An evidence basket to store evidence and any feedback you receive.
- The Competency Value Framework (CVF) with 6 new competency areas, this replacing the Policing Professional Framework (PPF), allowing you to demonstrate your effectiveness in role.
- Access via Mobile Device Terminal (MDT) - Under Construction
- Signposts to career development, career pathways, training needs and one to one meetings.
- Identification, recognition and nurturing of talent
- In-built and continuous skills audit, linked to your training records and iTrent database

- Personal Details
- Objective Setting
- Interim Review
- End of Year Review
- Complete

What do you need to do next?

You are currently at the **End of Year Review** stage. The **End of Year Review** stage is now open. This stage needs to be completed by **31 August 2021**.

[Complete End of Year Review »](#)

Your Objectives

Open Objectives

- To improve standards across the organisation by doing the basics brilliantly
- To evidence how you have engaged with partners to problem solve together in order to mitigate risks to victims, reduce demand or provide evidence of further benefits
- To provide outstanding service to victims and improve confidence in Dyfed Powys Police
- To ensure achievement of Level 5 CIPD

DAP Navigation

- DAP Homepage
- Personal Details
- Interim Review
- End of Year Review
- Reflective Journal
- One to One Meetings
- Evidence Basket
- Talent Management
- Archive
- My Team

Under construction

- Training Needs Analysis
- Career Pathways

EV.4

Save & Close

Delete

Appointment

Scheduling Assistant

Meeting Notes

Accept

Tentative

Decline

Propose New Time

Respond

Options

Tags

Advanced

Help

Select

Actions

Show

Meeting Notes

Respond

TITUS Ribbon

TITUS One Click Classification

Accepted on 22/03/2021 15:33.

Organizer: Howells Karyn Sent: Tue 16/03/2021 12:14

Subject: [SWYDDOGOL OFFICIAL] Interim DAP review

Location: Skype Meeting

Start time: Mon 29/03/2021 16:00 ☐ All day event

End time: Mon 29/03/2021 17:00

SWYDDOGOL OFFICIAL

This needs to be completed by 31st March 2021.

[Join Skype Meeting](#)

Trouble Joining? [Try Skype Web App](#)

Join by phone

[+441267248448](#) (UK) English (United Kingdom)

[18003](#) (UK) English (United Kingdom)

[+441269590760](#) (UK) English (United Kingdom)

[Find a local number](#)

Conference ID: 1685272

[Forgot your dial-in PIN?](#) | [Help](#)

Objectives which the evidence applies to:

- To provide outstanding service to victims and improve confidence in Dyfed Powys Police

Manager Comments:

I am satisfied with the evidence Cath has provided against this competency within the interim review.

Grading: Competent

EV.5

Dear

Subject: 360 Leadership Impact Assessment

Following the [email](#) you received from [REDACTED], I am delighted to introduce myself as their coach. Please find below 6 questions about the impact which you feel [REDACTED] has as a leader.

Feedback questions:

1. In a sentence, how would you describe their leadership style?
2. What are their key strengths?
3. For them to be even more effective, what would they be doing differently?
4. If you had a piece of advice to give them, what would it be?
5. Which culture do you think they are creating with their leadership style (choose one sector on The Performance Curve attached)?
6. Any other comments (anything else you think would be helpful for them to know)?

Please be totally open and honest. I will share your feedback anonymously. I would be grateful if you would email your responses back to me **by 1st July 2021**.

Thank you for taking the time to contribute to this valuable 360 Leadership Impact Assessment.

Subject: Feedback on my leadership style

Dear [REDACTED]

I would like to invite you to participate in a 360 Leadership Impact Assessment to develop my leadership style. I am asking people who I work with on a regular basis to give me feedback that will help me to grow as a leader.

You will shortly receive 6 questions in an email from my coach who I have copied on this email. Please email your answers to them before the deadline they give you.

My coach will keep your responses anonymous and collate the feedback to share with me.

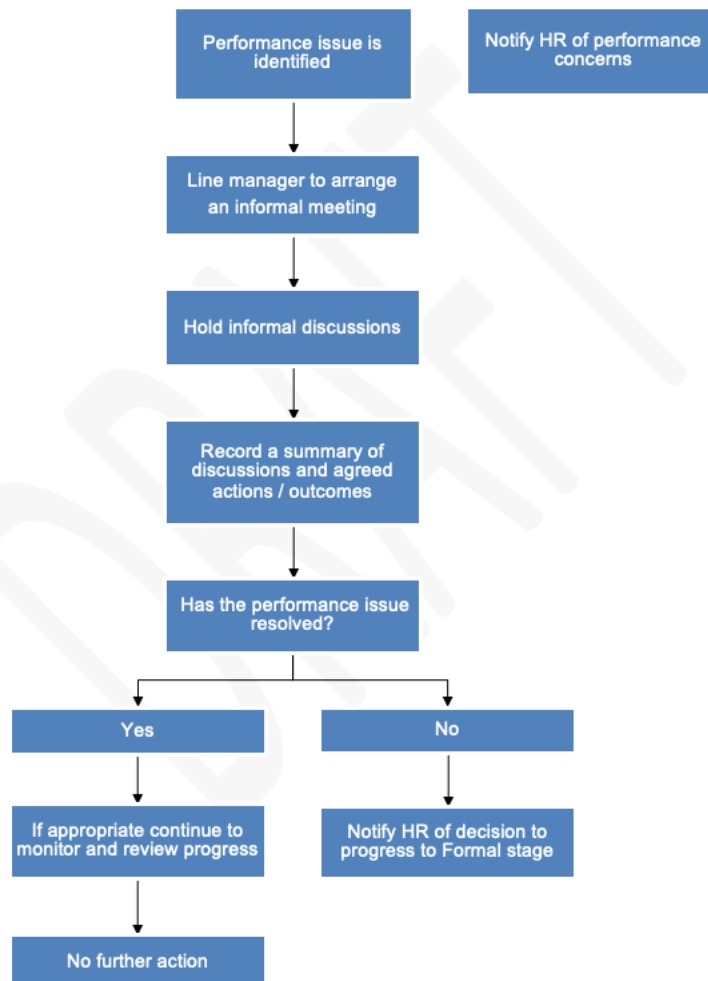
Please be totally open and honest – this will help me to develop and to understand the impact I have as a leader.

EV.6

B. POOR PERFORMANCE – THE KEY STAGES



Preliminary Investigation – Informal Performance Stage



I

EV.7

Intranet > DPPI Images > Specials > Award Ceremony

DPPI Images

New Upload Actions



☐ All Wales SC A... ☐ AWSCA 2011 ... ☐ AWSCA 2011 T... ☐ DIV COMM Kev...

TREFN Y NOSON / ORDER OF PROCEEDINGS

17:30 - 18:00

Cyrraedd a lluniaeth
Arrival and refreshments

18:00

Anerchiad i groesawu ac areithiau
Cyflwyno'r gwobrau
Areithiau i gloi

Welcome address and speeches
Presentation of the awards
Closing speeches

19:45

Diwedd y seremoni
End of ceremony



Video transcript available [here](#).

In her 2020 Annual Awards nomination, Sharlene was described by members of the CSI team as an 'excellent manager' who provides feedback and praise to develop her team.

Happy Stats

In the recognition survey, you told us that recognition in the workplace increases personal wellbeing and personal confidence.

Those who had received recognition for their work reported it made them feel motivated (86%); appreciated (87%); happy (82%); proud (82%); and respected (75%).

We also discovered that being nominated by somebody is more valued than winning an award, and as employees we appreciate recognition from everybody - line managers, teammates, senior leaders, and colleagues in other departments.

A genuine compliment can boost feelings of positivity, and recognition is not only good for the recipient—they're good for those who give them as well. 82% of recognition survey respondents who had given workplace recognition said their kind act made them feel happy.

So, if it's a genuine 'well done' in a team meeting, or submitting a [2021 Annual Awards nomination](#), know the difference you can make with some simple recognition.

The closing date for the 2021 Annual Awards is the **Monday, 6 September 2021**.

EV.8

The Code of Practice

Introduction

1. This Code is designed to help employers, employees and their representatives deal with disciplinary and grievance situations in the workplace.

- Disciplinary situations include misconduct and/ or poor performance. If employers have a separate capability procedure they may prefer to address performance issues under this procedure. If so, however, the basic principles of fairness set out in this Code should still be followed, albeit that they may need to be adapted.
- Grievances are concerns, problems or complaints that employees raise with their employers. The Code does not apply to redundancy dismissals or the non-renewal of fixed-term contracts on their expiry.

2. Fairness and transparency are promoted by developing and using rules and procedures for handling disciplinary and grievance situations. These should be set down in writing, be specific and clear. Employees and, where appropriate, their representatives should be involved in the development of rules and procedures. It is also important to help employees and managers understand what the rules and procedures are, where they can be found and how they are to be used.

EV.9

Equality Act 2010

UK Public General Acts ► 2010 c. 15 ► Table of contents

[Table of Contents](#) [Content](#) [Explanatory Notes](#) [More Resources](#)

What Version

- Latest available (Revised)
- Original (As enacted)

Opening Options

More Resources

Changes to legislation: There are outstanding changes not yet made by the legislation.gov.uk editorial team. Changes will be listed when you open the content using the Table of Contents below. Any changes that appear in the content and are referenced with annotations.

Collapse all -

Introductory Text

Collapse -

Part 1 Socio-economic inequalities

- 1. Public sector duty regarding socio-economic inequalities
- 2. Power to amend section 1
- 3. Enforcement

Collapse -

Part 2 Equality: key concepts

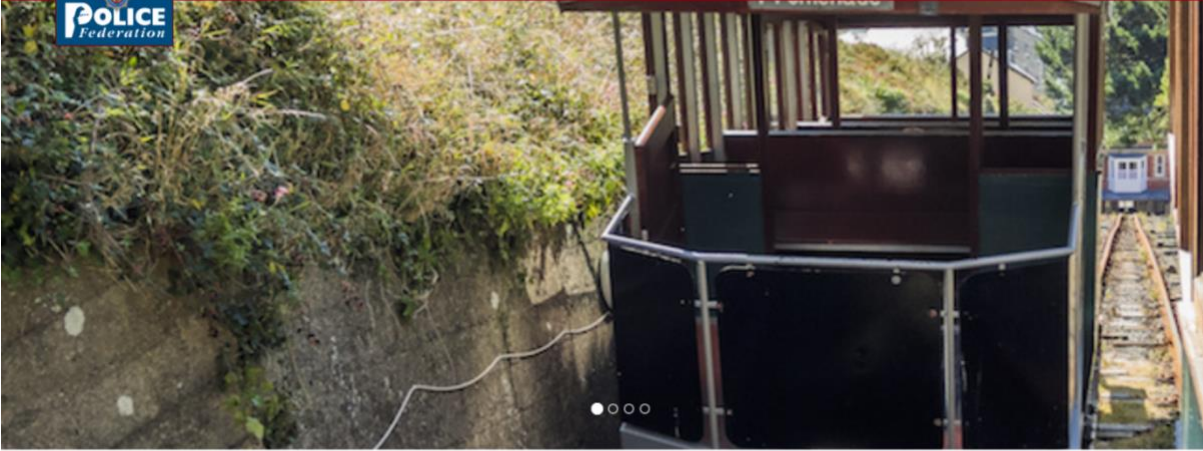
Chapter 1 Protected characteristics

- 4. The protected characteristics
- 5. Age
- 6. Disability
- 7. Gender reassignment
- 8. Marriage and civil partnership
- 9. Race
- 10. Religion or belief
- 11. Sex
- 12. Sexual orientation

EV.10

Dyfed Powys
POLICE
Federation

Home
News
Insurance
Offers & Perks
Members Area
About & Contact




Health & Wellbeing

Information on Health & Wellbeing Produced By
Occupation Health at Dyfed Powys Police

Read More


Local News

Being a contributing member of the Federation
does NOT automatically make you a member of
the Group Insurance Scheme.

Read More


FAQ's & Regulations

Keep up to date with your Frequently Asked
Questions & Police regulations

Read More

EV.11

Skills / Attainments [to be evidenced on application]		Application	Interview
Role Specific	1. Must possess GCSEs Grades A - C, in Mathematics, English and a science related subject, or have proven relevant experience to a comparable level in numeracy and literacy (E)	X	
	2. Must be prepared to undertake relevant training programmes with the aim of completing the Intermediate Fingerprint Course within 3 years (E)	X	
Role Generic	1. Must possess a Diploma level qualification related to the specialist area, or have proven, relevant experience bringing the role holder to a comparable level (E)	X	
	2. Must possess professional accreditation in the specialist area, or be prepared to successfully achieve this accreditation within 12months of commencing in role (E)	X	
	3. Must have a proven ability to work effectively with a minimum of supervision, organising and prioritising own workload (E)	X	X
	4. Must have effective written and oral communication skills, with an ability to communicate with people at all levels of the organisation (E)	X	X
	5. Must demonstrate a practical approach to problem solving (E)	X	X
	6. Must demonstrate proficiency at working to a high degree of accuracy and show attention to detail (E)	X	X
	7. Must have effective keyboard inputting skills (E)	X	
	8. Must be computer literate, proficient in the use of Microsoft Word and Excel (E)	X	
	9. Must be able to travel within the force area as required by the role (E)	X	
	10. Must have the ability to communicate through the medium of Welsh to level 1 or be prepared to achieve this within 6 months of appointment. (E) [Click here for the DPP Welsh Language requirements]	X	

KEY: (E) – Essential / (D) – Desirable

Please Note: At interview candidates will be assessed against the criteria detailed in the following link [Click here](#). Further details on the interview process are provided as part of the candidate information pack.

Gwerthoedd y Fframwaith Cymhwysedd a Gwerthoedd (CVF)
Competency and Values Framework (CVF) Values

Unplygarwydd - Rwy'n gweithredu'n unol â gwerthoedd y gwasanaeth heddlu a'r Cod Moeseg bob tro er budd y cyhoedd. - Rwy'n dangos dewrder wrth wneud y peth iawn, hyd yn oed mewn sefyllfaoedd heriol. - Rwy'n gweillat enw sydd gan fy sefydliad a'r gwasanaeth heddlu ehangach drwy fy nghamau gweithredu ac ymddygiadau. - Rwy'n herio cydweithwyr y mae eu hymddygiad, agwedd ac iaith isaw'r hyn a ddigwyir gan y cyhoedd a'r gwasanaeth. - Rwy'n agored ac yn ymatebol pan fydd fy nghamau gweithredu a geiriau yn cael eu herio. - Rwy'n dalgan unrhyw wrthdaro buddiannau cyn gynted â phosibl. - Rwy'n parchu'r awdurdod a'r dylanwad sy'n gysylltiedig â fy swydd. - Rwy'n defnyddio adnoddau yn effeithiol ac yn effeithlon, nid er budd personol.	Integrity - I always act in line with the values of the police service and the Code of Ethics for the benefit of the public - I demonstrate courage in doing the right thing, even in challenging situations - I enhance the reputation of my organisation and the wider police service through my actions and behaviours - I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations - I am open and responsive to challenge about my actions and words - I declare any conflicts of interest at the earliest opportunity - I am respectful of the authority and influence my position gives me - I use resources effectively and efficiently and not for personal benefit
Amhelioldeb - Rwy'n ystyried anghenion a gofynion unigol fel rhan o bob cam gweithredu rwy'n ei gymryd. - Rwy'n deall nad yw trin pawb yn deg yn golygu bod pawb yn cael ei drin yn gyfartal. - Rwy'n mol cyfle cyfartal i bawb fynegi eu barn bob tro. - Rwy'n cyfathrebu â phawb, gan sicrhau bod y neges fwyaf perthnasol yn cael ei chyfluo i bawb. - Rwy'n gwerthfawrogi bam pawb drwy wrando'n astud er mwyn deall eu safonwntau. - Rwy'n gwneud penderfyniadau teg a gwrthrychol gan ddefnyddio'r dystiolaeth orau sydd ar gael. - Rwy'n sicrhau bod gwasanaethau a gwybodaeth ar gael i bawb yn ddiwahan, lle y bo'n briodol.	Impartiality - I take into account individual needs and requirements in all of my actions - I understand that treating everyone fairly does not mean everyone is treated the same - I always give people an equal opportunity to express their views - I communicate with everyone, making sure the most relevant message is provided to all - I value everyone's views and opinions by actively listening to understand their perspective - I make fair and objective decisions using the best available evidence - I enable everyone to have equal access to services and information, where appropriate
Gwasanaeth Cyhoeddus - Rwy'n gweithredu er budd y cyhoedd yn anad dim. - Mae gwasanaethu'r cyhoedd yn fy nghymell, ac rwy'n sicrhau fy mod yn darparu'r gwasanaeth gorau posibl bob tro. - Rwy'n ceisio deall anghenion eraill er mwyn gweithredu er eu lles. - Rwy'n addasu er mwyn diwallu anghenion ac ymateb i bryderon cymunedau gwahanol. - Rwy'n addasu sut rwy'n cyfathrebu er mwyn bod yn briodol ac yn barchus tuag at fy nghynulleidf. - Rwy'n ystyried sut mae eraill am gael eu trin wrth ryngweithio â nhw. - Rwy'n trin pobl yn barchus, waeth beth fo'r amgylchiadau. - Rwy'n mannu canmolfaeth ag eraill sy'n darparu gwasanaethau.	Public Service - I act in the interest of the public, first and foremost - I am motivated by serving the public, ensuring that I provide the best service possible at all times - I seek to understand the needs of others to act in their best interests - I adapt to address the needs and concerns of different communities - I tailor my communication to be appropriate and respectful to my audience - I take into consideration how others want to be treated when interacting with them - I treat people respectfully regardless of the circumstances - I share credit with everyone involved in delivering services
Tryloywder - Rwy'n sicrhau bod fy rhesymau dros wneud penderfyniadau yn glir ac yn ystyrlol fel bod eraill yn eu deall yn hawdd. - Rwy'n glir ac yn ddealladwy wrth gyfathrebu ag eraill. - Rwy'n agored ac yn onest o ran y meysydd lle mae angen i mi ddatblygu ac rwy'n ceisio gweillat. - Rwy'n mol darlun cywir o fy nghamau gweithredu a chofnodion. - Rwy'n cydnabod gwerth adrodd ac yn gweithredu arno. - Rwy'n mol adrodd adroddol a chywir. - Rwy'n cynrychioli barn eraill yn gywir ac yn gyson. - Rwy'n gyson ac yn einwir wrth gyfathrebu. - Rwy'n cynnal cyfrinachedd yn briodol	Transparency - I ensure that my decision-making rationale is clear and considered so that it is easily understood by others - I am clear and comprehensive when communicating with others - I am open and honest about my areas for development and I strive to improve - I give an accurate representation of my actions and records - I recognise the value of feedback and act on it - I give constructive and accurate feedback - I represent the opinions of others accurately and consistently - I am consistent and truthful in my communications - I maintain confidentiality appropriately



Police Staff Interview

Notes for Candidates

Introduction

Congratulations on being invited to an Interview for appointment as a Police Staff member with Dyfed Powys Police. The fact you have made it this far suggests you have the potential to be a Dyfed Powys Police Employee and to meet the high standards we expect.

Purpose

The interview process has been designed to get a more rounded picture of your potential than was possible from the application form and to examine how your values and those of Dyfed Powys Police might match. By carrying out this interview we are ensuring that you are making the right career choice and will have every chance of being a successful Dyfed Powys Police Staff member. The areas we are looking for in this interview have been through a rigorous process of research to ensure that they are relevant to the role and are fair to everyone being interviewed.

Competency Values Framework (CVF)

The recruitment and selection process within Dyfed Powys Police is based on the CVF. The framework has:

- A set of six relevant and future looking competencies
- Competencies divided into three distinct levels to reflect different levels of responsibility and role complexity (the appropriate level will be linked to the role profile)
- Four defined and measurable core values

Being aware of the new CVF competency definitions will help you prepare to select relevant examples that best evidence the CVF values and competencies. The correct level of competencies will be attached to the role profile for the vacancy.

Dyfed Powys Police want a diverse workforce which reflects the communities we serve

EV.13

From: [Workforce Planning Team](#)
To: [REDACTED]
Subject: FW: [SWYDDOGOL OFFICIAL] Employment Reference
Date: 18 January 2021 14:30:00
Attachments: [Current Employment Reference form \(Cyflogaeth Presennol\)_KOB.pdf](#)

SWYDDOGOL OFFICIAL

Hi [REDACTED]

Can you please review the attached sickness – [REDACTED] is one of our PC recruits for Pems.

Thanks

Cath

SWYDDOGOL OFFICIAL

EV.14

6. Recommendations

The research identifies that more frequent induction training sessions need to be introduced. I would recommend monthly sessions with smaller numbers which would allow new employees to socialise, network and build relationships. (CIPD, 2020)

Input from one of the Chief Officers would make the new employees feel part of the organisation and would be an impressive welcome to Dyfed Powys Police.

To evaluate the induction process feedback could be collated to establish whether the training programme was effective and to allow the new employees to highlight areas for improvement (CIPD, 2020) and also to identify key measures of success by including turnover statistics and exit questionnaires, especially from leavers within the first 12 months of employment.

Recommendations around the length of the induction training would be that it could be phased rather than condensed into a five-hour intensive input. This supports the findings of (Derwen, 2008) who recommended phased induction rather than the traditional one-off approach, therefore keeping the employees engaged by ensuring ongoing commitment. Departmental inputs need to be reviewed and inputs included from various departments including HR on payroll, pension and expenses and the performance review system (DAP) which would reinforce the support available to employees from their Line Managers and the training available if required.

EV.15



INDUCTION CHECKLIST AND PROBATIONARY PERIOD ASSESSMENT

1. It is the responsibility of line management and the new starter to ensure the induction process and probationary performance assessments detailed in this document are completed fully and within the timescales specified.
2. **The employment of a new starter will not be confirmed until the specified probationary period has been successfully completed.** Any issues arising that may prevent the successful completion of the probationary period must be brought to the attention of the [People Services, Attendance & Performance Management Team](#) at the earliest opportunity.
3. This form should be retained and updated by the line manager until the completion of the probationary period. When complete it must be returned to the Business Support Unit HR / Payroll Section.

Name:		Start Date:	
Post Title:		Pay Reference:	
Status:	Permanent ☐ Temporary ☐	Department:	

	Completed (✓)	Date
Introduction to:		
Manager (specify name):		
Team:		
Assign Workplace buddy (specify name):		
Senior Management:		
Explain Department Structure and departmental functions		
Conduct tour of building		
Confirmation of Pre-employment Learning		
The new employee has been tasked with viewing induction information and completing NCALT learning prior to commencing employment. The line manager must check these tasks have been completed on the first day of employment so that a baseline of knowledge and understanding can be confirmed. For the NCALT modules a certificate of completion must be provided by the new employee and this requirement is confirmed to the employee prior to joining.		
Dyfed Powys Police Staff Induction Part1		
Dyfed Powys Police Staff Induction Part2		
Introduction to Health and Safety Training Video		
Fire Safety e-learning		
The new employee will also be required to complete the below NCALT learning within six months of being appointed. The line manager must check these tasks have been completed so that a baseline of knowledge and understanding can be confirmed. Certificate of completion must be provided by the new employee.		
Managing Information: Non-Operational (for Police Staff) OR Managing Information: Operational (for Police Officers and certain Police Staff such as FCC role)		

Section D

Date

TO BE COMPLETED AT THE END OF THE PROBATIONARY PERIOD (usually 6 months but may be extended following consultation with the Performance and Attendance Management Team)

General Observations

Training Needs

Line Manager.....

Date

INDUCTEE COMMENTS

Inductee

Date

2.1

Within Dyfed Powys Police all line managers are required to undertake mandatory training to ensure they are not only capable of managing employees and day-to-day operations but also implementing our policies and procedures, whilst also supporting the development of their team. (CIPD, 2020). Research shows that less than half of line managers received training when they took on responsibility for people management. (Personnel Today, 2018) We provide various training courses for all line managers to ensure they are efficient at supporting their teams. (EV.16)

Once employees become line managers in our organisation, they are enrolled on the Transformational Leadership course.

I completed the training when I became a line manager and found the content assisted me in becoming an effective manager. (EV.17) During the course, there are inputs from various departments – one of these being from Employee Relations on the performance review process with Dyfed Powys (DAP). Guidance was provided by the department on the appraisal process, but the modules within the transformational leadership course advised us how to change the way our team performed through effective management and coaching to allow them to grow and develop. (Harvard Business Review, 2016)

The performance review process (DAP) was introduced in 2019 after feedback from line managers and employees that the annual system was ineffective and seen as a tick box exercise. As identified in 2019 by the Workhuman Analytics & Research study, 55% of employees believed that performance reviews did not affect their performance. (SHRM, 2020) It was therefore important that our performance training encouraged line managers to motivate and inspire (HR Management, 2016) and to move away from negative comments. According to a Gallup Study in 2019, 30% of employees that had received a negative appraisal began to look for a new job. From the feedback, a 'self-appraisal section' was introduced which allowed the process to become 'two-way'.

For our police officers, the DAP is used for promotion processes and performance is assessed during the selection stage. Part of my role is to prepare the promotion application pack which includes a screenshot of the officer's DAP. (EV.18) If the performance review identifies any issues this would have an implication on the officer's progression.

2.2 & 2.3

As in any busy organisation, time can be an issue for line managers as they try to juggle daily demands which can make finding time for regular 1:1 discussion difficult (Personnel Today, 2018). I arranged a meeting with a member of the team that had recently completed their probation period to explain the DAP process due to her Line Manager currently working on a project, and not having the time to explain the process. We discussed objectives and reflective journals and what was expected of the employee. (EV.19) As a team, we often help each other if workload allows, and also signpost other departments to the relevant person to assist with their query if we are unable to help. The Line Manager appreciated my input and was able to set up their 1:1 meeting. (EV.20) As a recruitment officer, I do not get requests for assistance with performance reviews but have ensured that I am aware of the process and assisted the Employee Relations team in setting up the intranet page. (EV.21) I was recently involved in developing a poster to assist employees in finding the correct policy or contact if they needed any advice or guidance which allows them to feel supported at all times. (EV.22)

I was recently contacted by a Line Manager for advice around the grievance procedure and talked them through the process due to my previous knowledge from working in the Employee Relations team, whilst on the call, they also asked for some advice on a performance issue. The query was relating to a performance issue with one of the team and I was able to provide advice to ensure that the correct process was being followed – I used the Performance flowchart to establish what stage of the process they were at and was able to advise on the next steps. The pension manager was then able to carry out the required actions and was appreciative of my assistance. (EV.23)

The Attendance and Performance Manager is currently developing a new policy for 'Supporting Performance Improvement Policy and Procedure'. Line managers will be provided with the policy as it will provide detailed guidance on the support to be provided to employees.

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LO2 EVIDENCE

EV.16

From: [Evans Catherine](#)
To: [REDACTED]
Subject: FW: [SWYDDOGOL OFFICIAL] Support your managers this Autumn
Date: 26 August 2021 14:25:45

SWYDDOGOL OFFICIAL

Hi Jane

As we approach September, I wanted to drop you a quick note to remind you about some of our training courses we have coming up. Below is only a selection of the dates we have in September,.

[Managing Change](#)

Thursday 16 September 2021, 9:30 am – 12:30 pm

Why should you or a member of your team go?

To explore how to take conscious control of the change process and learn how to communicate effectively during periods of change.

- [Coaching Skills for Team Managers](#)

Friday 17 September 2021 – Friday 24 September 2021, 9:30 am – 12:30 pm

Why should you or a member of your team go?

To create a high performance team.

- [Effective Performance Management](#)

Monday 20 September 2021 - Wednesday 22 September 2021, 9:30 am – 12:30 pm

Why should you or a member of your team go?

To improve your skills in managing performance in your team.

- [Managing a Remote Team](#)

Tuesday 28 September 2021, 9:30 am - 12:30 pm

Why should you or a member of your team go?

To learn how to manage a remote team.

If you or anyone in your team is interested in attending any of the upcoming courses or needs any further information please contact me at any time.

Kind Regards
Catherine Evans
HR Officer – Recruitment
Recriwtio Swyddog Adnoddau Dynol



Heddlu Dyfed Powys Police
Ffon Mewnol/Internal: 23060



EV.18

Application ID: 280501

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DAP OVERVIEW

DAP Start Date / Time	30/09/2020 10:32:15
DAP Stage	Interim Review
Number of objectives	5
Number of reflective journals	0
Number of 1:1 (with supervisor)	1
Number of 1:1 (as supervisor)	0

Competencies

We are emotionally aware	Grade: Not yet graded
We take ownership	Grade: Not yet graded
We are collaborative	Grade: Not yet graded
We deliver, support and inspire	Grade: Not yet graded
We analyse critically	Grade: Not yet graded
We are innovative and open-minded	Grade: Not yet graded

Objectives

Successfully take part in the Inspector NPPF pt 1 examination later this year	Grade: Not yet graded
To improve standards across the organisation by doing the basics brilliantly	Grade: Not yet graded
To evidence how you have engaged with partners to problem solve together in order to mitigate risks to victims, reduce demand or provide evidence of further benefits	Grade: Not yet graded
To ensure high standards of investigation to support and protect the most vulnerable in our communities	Grade: Not yet graded
To provide outstanding service to victims and improve confidence in Dyfed Powys Police	Grade: Not yet graded

EV.19

FileMessageAcrobatTell me what you want to do...

Thu 26/08/2021 11:53

Evans Catherine

[SWYDDOGOL OFFICIAL] DAP

To Jones Alex

SWYDDOGOL OFFICIAL

Good Morning Alex

It was great to meet up with you on Friday and congratulations again on reaching the end of your probation period successfully. As discussed you are now ready to start completing your DAP. The system can be found on the DPPI intranet page under General (as below).

My Links

GeneralSystems

3 Bufiletra

3 Data Management System

3 Incident Reporting

3 National Mobile Property Register (NMFR)

3 NCALT

3 People Services (HR, LDO & OHU)

3 Record an abstraction

3 Room Booking Form

3 Routine Orders

3 Sickness

Your Line Manager will take you through the DAP process but it really is a great tool. You are able to upload reflective journals as and when situations occur that you feel reflect on your performance. There is also an evidence basket where you can upload any evidence to confirm your actions ie. notes from meetings, emails, skype messages. The reflective journal takes you through tasks you may have completed in stages and allows you to reflect on the process and identify where things have gone well or where you may change things next time.

Your DAP is aligned to the organisational objectives, departmental objectives and you will also be able to set up a personal objective for you to achieve. Your Line Manager will discuss and agree these with you during your initial meeting, but as discussed in our meeting you already have some great ideas of objectives and goals that you would like to reach.

Once your Line Manager receives notification that you have been set up on the DAP you will receive a notification for your first 1:1 meeting. If you need any assistance with the DAP or if you have any feedback on the system please let us know.

Kind Regards
Catherine Evans

EV.20

From: [REDACTED] <[REDACTED]@dyfed-powys.pnn.police.uk>
Sent: 06 September 2021 16:44
To: Evans Catherine <catherine.evans@dyfed-powys.pnn.police.uk>
Subject: [SWYDDOGOL OFFICIAL] Thank you

SWYDDOGOL OFFICIAL

Hi Cath,

Just a quick email to say thank you – you provided really clear advice to Alex regarding the DAP process following a successful probationary period.

Thank you

Kat

Many thanks,

[REDACTED], Assoc CIPD
Recriwtio Swyddog AD/Recruiting HR Officer



EV.21

PEOPLE SERVICES DEPARTMENT
Human Resources / Learning & Development Services / Occupational Health

[Development & Assessment Profile \(DAP\)](#) [Edit](#) [Subscribe](#) [Print](#) [A-Z](#) [Home](#)

[Development & Assessment Profile \(DAP\)](#)
[Human Resources Site](#)
[Learning & Development Services Site](#)
[Occupational Health Site](#)
[Vacancies](#)

The Link to your DAP can be found here:
<http://dap/>

EV.22

I have concerns or I need advice & guidance, what shall I do?




We care what you think. Your views matter to us. Therefore it is important that we highlight where & how you should raise any concerns you may have.

Your Line Manager, Senior Leadership Team or HR Officer should all be able to help & provide you with support - Ideally you will speak with one of them first with the aim of having a productive conversation, but we know that sometimes this doesn't work for everyone

 Code of Ethics When? You are encouraged to submit any issues which have presented you with a degree of ethical or moral dilemma, for which you would appreciate some advice. How? You can submit a referral anonymously through the Code of Ethics banner on the intranet.	 Fairness at Work (Formerly known as grievance) When? If you have problems associated with: - Employment Policies - Fairness of decision making - Organisational issues - Work environment & working relationships How? If you can, raise your concerns with your 1st line manager. They may be able to have an informal discussion or arrange mediation to resolve the situation. If this is not possible complete Part A of the Fairness at Work Policy & submit to the Employee Relations Team. <i>More information available on the People Services intranet page.</i>	 Staff Support Networks When? The Force have a number of Staff Support networks that provide workplace support to its members, and seeks to help the organisation to provide for the diverse needs of its staff members. These are: • Ability Support Network • Christian Police Association • Ethnic Minority Support Network • Female Support Network (FSN) • LGBT Staff Network How? Visit the Diversity Intranet page for more details on who to contact to become a member of a network.	 Professional Reference Group When? Your opportunity to have your voice heard on issues affecting our Force & the frustrating things that stop you doing your job. How? Meetings are open to everyone & membership is not needed. HQ - group meets 3 times a year. OR Local Reference Groups are held on divisions and departmentally - contact a member of your leadership team or HR.	 Bad Apple When? If you believe or suspect wrongdoing in the workplace. How? Create a Bad Apple report via the secure website and you will be provided with a randomly generated ID number. The report will be sent to DPP Anti-Corruption Unit (ACU) who will decide what action to take. ACU will be able to respond & ask for further information through the system but your identity cannot be traced. You can also use CrimeStoppers or the IOPC report line. <i>More information available on the PSD intranet page.</i>	 Ask the Chief When? Your opportunity to ask the Chief Officer Team a question directly. How? This can be done on the intranet.
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UNISON Staff Police Association

When?
For any concerns you would like to discuss. They can assist in signposting, support and representing your interests.

How?
You can contact your local branch representatives via email or phone.

Review Date: January 2020

EV.23

From: [REDACTED]
To: Evans Catherine
Subject: [SWYDDOGOL OFFICIAL] re
Date: 04 September 2021 09:58:49

SWYDDOGOL OFFICIAL

Hi Cath,

Thank you for the advice relating to [REDACTED] performance. I have set up another meeting as advised and will contact [REDACTED] if I need any further advice.

Thanks again.

3.1

Within public services, performance reviews have been used since the 1970s. We have recently updated our performance review system and it has been met with enthusiasm by our staff and officers, with a high completion rate within the required timeframe. Our Chief Officers wanted to ensure that they created a shared vision of the organisation's objectives and goals and that each employee understood their part in contributing to these. They felt that this would manage and enhance the performance of both the individuals and the organisation. (Williams, 2002).

Within all of our recruitment and promotion processes, we use the CVF framework to ensure clarity around what the organisation expects in relation to performance and to establish links between organisational and individual performance. (CIPD, 2020)

(McKinsey, 2018) carried out research that showed that 60% of employees felt that performance management systems were fair and effective. As our fairness at work statistics are extremely low, this is a sign that our performance management system is effective, with Line Managers addressing any potential issues at an early stage. Our employees are always kept aware of clear expectations by having 1:1 meetings, where managers are encouraged to emphasise the expectations and give support to employees in meeting them. I have requested a meeting in October to identify ideas for introducing Line Manager training specifically for the DAP (Development and Assessment Profile). (EV.24)

I feel that our current performance management system is effective and by revisiting the goals throughout the year as the needs of the organisation change, which became evident during the recent pandemic, it has prevented the process from becoming meaningless by the year-end.

3.2

Our performance management processes start prior to new employees joining the organisation by completion of online courses to ensure they are aware of our standards and expectations. (EV.25) I regularly provide information to new employees on the requirements of the pre-join courses. (EV.26) By having clearly defined job descriptions, using the CVF frameworks in interviews, and including an introduction to performance management in our inductions all new employees will be aware of the expectations of the organisation.

Our performance reviews are ongoing workplace conversations, rather than the traditional annual meeting which allows Line Managers and employees to discuss and amend goals as and when required due to changes within the organisation. All individual, departmental and organisational goals are aligned. Research carried out by (Mercer, 2013) showed that strong people management skills were the driver of successful performance management and training for Line Managers is important and must include setting goals, evaluating performance and giving and receiving positive/negative feedback. For high performance working to be facilitated, our Line Managers need to lead by example to ensure that stated and acted values are the same. (Tamkin, 2004)

Reviews are a two-way conversation and employees are encouraged to discuss and question goals and objectives. The appraisal system is linked with our succession planning promotion processes which encourage high performance working. After the 'end of year' review, the appraisal has a second-level review by the Head of Department. Employees are encouraged

to work on projects to vary their workload and remain motivated as personal satisfaction at work also has an impact on performance. (SHRM, nd)

I have recently taken over the lead on Expression of interest processes which allow employees to apply for varying development opportunities which can vary from 3-12 month secondments. (EV.27). Many of these opportunities lead to permanent positions within the various departments.

As a police service, we are inspected annually by the HMICRFS and our performance is compared with other forces, any areas that need development are identified during this process and improvement measures put into place.

3.3

In order to develop performance management processes to enhance our organisational performance, I would recommend that we develop a survey to distribute to establish current thinking on the benefit of the performance management system. In a study carried out by Deloitte 58% of senior management believed that their performance management systems did not drive employee engagement or high performance. (HBR, 2015). A survey could also be distributed to the employees to gain feedback on the process – utilising some of the questions used in Deloitte's staff survey. (EV.28)

Line Manager training on performance management is another recommendation. We need to ensure that our managers believe that the appraisal system is of value to the organisation and that it needs to be used to develop our workforce. We need to move away from the belief noted by (Grant, 2021) that "We only hire A players. We don't tolerate B players." The reality is that B players can become A players if you treat them in a way that makes them feel truly grateful." I would recommend that all line managers be issued with the new 'Supporting Performance Improvement' document once it has been finalised, to allow them to support their teams effectively.

The pandemic has shown us that annual goals and objectives do not work in times of uncertainty and that agile goals need to be implemented. This has happened over the last twelve months as employees faced challenges within the organisation. (Forbes, 2021) tells us that to enforce agile performance management we need more regular check-ins, increased trust, continuous learning and connection to the workforce.

I have already provided our Induction Lead with my research report carried out on the current induction process and have recommended that the DAP process is included in the induction programme to inform new employees of the expectations surrounding performance.

360-degree feedback has shown that feedback from colleagues positively motivates employee behaviour. (Edwards & Ewen, 1996). I have recently introduced this in our team and feel that this would help other departments as peer appraisal is as important as feedback from Managers. (HBR, 2001)

An effective performance management system enhances employee performance and therefore improves organisational performance – it is therefore important that employees realise the importance of the system. With only 3% of organisations finding their performance management systems of value in Mercer's Global Performance Management Survey in 2013, organisations must constantly update and improve their systems to keep up to date with external changes.

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LO3 Evidence

EV.24

From: [Evans Catherine](#)
To: [REDACTED]
Subject: [SWYDDOGOL OFFICIAL] Line Manager Training
Date: 04 September 2021 10:26:40

SWYDDOGOL OFFICIAL

Hi All

Further to our recent discussion regarding the Line Manager Training proposal, we are looking to arrange a meeting for late October in order to discuss ideas for content. As mentioned we feel that it is important that all Line Managers undertake training in relation to performance management. This will benefit managers in dealing with any performance issues and also ease the workload of the divisional HR Officers as well as your team as Managers would then have a better understanding of the process and would hopefully not require as much assistance from the teams. Can you let me know your availability and I can arrange for Alex to send out the invites.

Kind Regards
Catherine Evans
HR Officer – Recruitment
Recriwtio Swyddog Adnoddau Dynol

EV.25

The screenshot shows the 'College of Policing' LMS homepage. At the top, there is a search bar labeled 'Search learning' and a user profile icon. Below the header is a navigation bar with links for 'Home', 'Browse', 'News', and 'Support'. The main content area is titled 'Home' and features a section 'Training I've started' with four cards. Each card has a blue header with 'In progress' and a yellow 'Start' button. The cards are: 1. 'Managing Information: Non-operational' (Programme, The College of Policing), 2. 'Managing Information: Non-operational' (E-learning, The College of Policing), 3. 'HDPP 1 F - Quiz' (E-learning, Dyfed-Powys Police Service), and 4. 'Stay Safe Online - Top Tips for Staff (Provided by NCSC)' (E-learning, Dyfed-Powys Police Service).

College of Policing

Search learning

Home Browse News Support

Home

Home

Training I've started

In progress

Managing Information: Non-operational

Programme

The College of Policing

In progress

Managing Information: Non-operational

E-learning

The College of Policing

In progress

HDPP 1 F - Quiz

E-learning

Dyfed-Powys Police Service

In progress

Stay Safe Online - Top Tips for Staff (Provided by NCSC)

E-learning

Dyfed-Powys Police Service

EV.26

From: [Workforce Planning Team](#)
To: [REDACTED]
Date: 26 August 2021 10:20:27
Attachments: [image001.png](#)

SWYDDOGOL OFFICIAL

Hi Stanislav

The link has recently changed to the College Learn and we can confirm that you are in the correct site. You will need to use the search bar at the top of the College website to locate each of the required courses.

Kind Regards.

Tim Cynllunio'r Gwiethlu / Human Resources Workforce Planning Team
Gwasanaethau Pobl / People Services



Adnoddau Dynol
Human Resources



Hapus i gyfathrebu'n Gymraeg neu'n Saesneg
Happy to communicate in Welsh or in English

EV.27



[Home](#) [1DPP](#) [Guidance](#) [Information](#) [Resources](#)

EOI - Groundsperson

Fri August 13 2021

An exciting temporary opportunity has arisen within the OPCC for a Groundsperson until 31st March 2022.

To apply, please complete the attached EOI form. Completed applications should be submitted by midday on 27th August 2021 via email to workforceplanningteam@dyfed-powys.pnn.police.uk.

Your expression of interest will be reviewed and a direct selection will be made based on your skills and abilities, development needs and on the organisational impact.

Please note that no late submissions will be accepted.

[Downloads](#)

[EOI form](#)

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Performance Management Survey

We are currently carrying out a review of the performance management system and would appreciate your feedback on the below. Please be assured that this process is confidential.

	Strongly Disagree	Disagree	Agree	Strongly Agree
The DAP system is simple and easy to use				
I understand the importance of performance appraisals				
My Line Manager explained the performance appraisal process				
I understand how my goals and objectives link to organisational success				
My Line Manager arranges regular 1:1 <u>meetings</u>				
I would like to have more regular 1:1 <u>meetings</u>				
I find both positive and negative feedback beneficial				
I understand how the DAP links to promotion				
My co-workers are committed to doing quality work				
The mission of our company inspires me				
I have the chance to use my strengths every day				
I am encouraged to suggest ways to improve processes				