

Performance Management Testimony– Jackie Towell

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I have worked closely with Jackie for a number of years, both sitting on our companies senior management team and a close business relationship where our roles cross over from HR to Health and Safety. Jackie and I share similar values in that we believe that good proactive performance management is good business. It is clear that Jackie believes to ensure we continually get best value out of employees, this can only be done with effective performance management.

Jackie has developed a number of our systems and is always looking at best practice and what we can do as a business to stay one step ahead. Having recognised that the business was using a dated HR software package in Simply Personnel, Jackie was instrumental in sourcing and implementing our current HR web-based software BreatheHR. Our previous package could only be used by limited administrator users and relied heavily on an administrator to upload information, book holidays, manage sickness absence etc. If an employee wanted to review their record, this involved printing with delays created in the employee receiving this. In addition, each member of staff is assigned a line manager so that the employee is always aware of their reporting lines and who manages their performance.

When deciding to procure Breathe HR, it was recognised the focus which can be made for performance management. With an accessible online document library, the expectations can be set from each employee receiving their contract of employment and employee handbook and other relevant documents. In addition to this, the reporting function for holidays and sickness absence enables manager to performance manage this section much more effectively that we have done in the past. The sickness absence is measured against the Bradford Factor and use these triggers to initiate the performance management. Employees can view this at any stage online for themselves, this enables transparency for both the employee and the company.

From dealing with the reactive side of performance management, disciplinarys and any other relevant reactive performance management which can be stored within personnel's confidential online library so that they can access whenever they wish. Where we believe we have most success and why Jackie was so instrumental in bring this new software was for managing proactive performance management. Looking at one-to-ones and appraisals, they are organised through BreatheHR, you can request an additional one-to-one with your manager with all records being stored within your document library. Enabling staff to be in control of their own performance management has assisted greatly in our performance management.

In addition to this, when reviewing our existing performance management arrangements, Jackie identified training needs for middle managers via a GAP analysis. Both internal and external training was conducted to address shortfalls in knowledge to ensure managers are best placed for managing performance and handling difficult conversations.