

Competence and Conduct Standard - Managing Colleague Performance

Summary Statement

Our aim is to provide a fair and consistent approach for colleagues when reviewing their performance and managing poor performance so they can be at their best to support our customers.

When colleagues first join Home Group they are managed in line with our probation process which ensures our colleagues develop the skills and knowledge needed to fulfil their role and work safely and compliantly in keeping with our valued behaviours. To support colleagues during their probation period, line manager's will provide guidance to help support colleagues have a positive start to their career journey at Home Group and be the best at their role. This will include reviewing learning, performance, attendance and demonstration of our valued behaviours. It is also the colleague's responsibility to seek support where needed.

Once colleagues have successfully completed their probation period, they will have regular conversations with their manager to review and discuss performance. Every year colleagues will be set clear objectives so they know what is expected of them. The expectation is that colleagues and managers will meet regularly throughout the year to review performance against these objectives. Here they will be given regular feedback by their manager and asked to bring examples of other feedback they have received to their one to one conversations with their manager. Colleagues will also have a documented personal development plan which supports them to keep developing their skills, knowledge and behaviours.

As part of our reward and recognition offer, there are a number of ways colleagues can be recognised for positive performance to reinforce the expectations of how we work with our customers.

If colleague performance is not at the standard it should be, we have a documented Capability Process which provides a framework for managers and colleagues to work together with the aim of improving performance. If a colleague's performance does not improve to the required level, there are a number of potential outcomes: redeployment, written warning (first and/or final) and/or dismissal.

If a colleague's conduct does not meet the expectations set out in our code of conduct, valued behaviours or ways of working, we have a documented Disciplinary Process which sets out our approach to managing, investigating, and resolving conduct issues. Possible outcomes

of this process are: no formal outcome, written warning (first and/or final), dismissal, demotion or redeployment.

This above processes are written in accordance with ACAS guidelines and in consultation with a representation of our managers and colleagues.

Our People Management Policy provides a summary of the way we will support and manage colleague throughout their employment journey with us; from initial probation period through to their last date of service at Home Group, and everything in between. This includes our approach to managing change and our commitment to conduct a fair and meaningful process whenever something more formal is happening.

Additional resources:

As the Competence and Conduct Standard also relates to:

- development of colleague's skills, knowledge and behaviours, our People Development Policy is also relevant and can be accessed [here](#).
- colleague conduct, our Code of Conduct is also relevant and can be accessed [here](#).