



Making Northern Ireland Safer For Everyone Through Professional, Progressive Policing

FREEDOM OF INFORMATION REQUEST



Request Number: F-2009-01478

Keyword: Human Resources

Subject: POLICY / PROCEDURES IN RELATION TO FULL TIME DIRECT RECRUITS

Request and Answer:

Your request for information has now been considered and, in relation to questions 3 and 4 I am not obliged to supply the information you have requested.

Section 17 of the Freedom of Information Act 2000 requires the Police Service of Northern Ireland, when refusing to provide such information (because the information is exempt) to provide the applicant with a notice which:

- (a) states the fact
- (b) specifies the exemption in question and
- (c) states (if that would not otherwise be apparent) why the exemption applies.

The information you have requested in Questions 3 and 4 is exempt information by virtue of Section 21 of the Freedom of Information Act 2000 as it is reasonably accessible by other means.

Question 1

I require a copy of the contract of employment for full time direct recruits of the PSNI.

Answer

The PSNI basic terms and conditions of police staff are the same as those detailed in the Northern Ireland Civil Service Handbook. The information requested can be obtained from the Northern Ireland Civil Service web site using the attached link, which contains the Handbook. However, letters of appointment will vary depending upon the particular role/job offer.

<http://handbook.nics.gov.uk/>

Question 2

I require a copy of the 'User's Guide' in respect of Performance Management (Staff Appraisals).

Answer

Please find attached document below; Guidance for Staff - Maximising the Potential of Your Annual Performance Review (APR).

You may also be interested in the Policy Directive on this subject - PD08/08 PSNI Performance Management and Development System Annual Performance Review (APR) which is published on our Website and can be accessed by clicking on the following hyperlink; http://www.psnipolice.uk/policy_directive_0808.pdf

Question 3

I require a copy of the PSNI policy for dealing with complaints from employees (direct recruits) in respect of how they have been treated or mistreated within the workplace.

Answer

The PSNI have decided to exempt the information requested under Section 21 - Information Reasonably Accessible by Other Means. The information requested can be obtained from the PSNI web site using the attached link, which contains the PSNI Policy Directive 02/05 - Grievance Policy. Please note this Policy Directive is currently under review;

http://www.psnipolice.uk/policy_directive_0205.pdf

Question 4

I require a copy of the PSNI policy on procedures in dealing with a direct recruit who is on sick leave due to management induced stress.

Answer

The PSNI have decided to exempt the information requested under Section 21 - Information Reasonably Accessible by Other Means. The information requested can be obtained from the PSNI web site. Policy Directive 08/07 Management of Sickness Absence and Service Procedure 44/07 Police Staff Unsatisfactory Attendance can be accessed through the attached links below.

http://www.psnipolice.uk/policy_directive_0807.pdf

http://www.psnipolice.uk/service_procedure_4407.pdf

Question 5

I require a copy of PSNI policy on procedures in dealing with a transfer request from a direct recruit who is on sick leave due to management induced stress. Specifically, is it a requirement and/or condition of their employment, that the direct recruit must go back into the office in which they experienced the stress, before they can be transferred?

Answer

Searches were conducted, however, these searches failed to locate any records or documents relevant to your question based on the information you have provided. Accordingly, I have determined that the Police Service of Northern Ireland does not hold the information to which you seek access.

There is no written PSNI policy or procedures in dealing with a transfer request from a member of staff who is on sick leave due to management induced stress. Such issues are dealt with by accepted custom and practice.

If a member of staff who is on sick leave from management induced stress has supportive evidence from OHW as well as a Return to Work sick line, a decision regarding a possible transfer to an alternative position would be considered.

Therefore, it cannot be said that the individual must return to the office in which they claimed they experienced the stress. Each individual case is looked at on its own merits.

If you have any queries regarding your request or the decision please do not hesitate to contact me on 028 9070 0164. When contacting the Freedom of Information Team, please quote the reference number listed at the beginning of this email.

If you are dissatisfied in any way with the handling of your request, you have the right to request a review. You should do this as soon as possible, or in any case within two months of the date of issue of this letter. In the event that you require a review to be undertaken, you can do so by writing to the Head of Freedom of Information, PSNI Headquarters, 65 Knock Road, Belfast, BT5 6LE or by emailing FOI@psni.pnn.police.uk

If following an internal review, carried out by an independent decision maker, you were to remain dissatisfied in any way with the handling of the request you may make a complaint, under Section 50 of the Freedom of Information Act, to the Information Commissioner's Office and ask that they investigate whether the PSNI has complied with the terms of the Freedom of Information Act. You can write to the Information Commissioner at Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. In most circumstances the Information Commissioner will not investigate a complaint unless an internal review procedure has been carried out, however the Commissioner has the option to investigate the matter at his discretion.

Please be advised that PSNI replies under Freedom of Information may be released into the public domain via our website @ www.psnipolice.uk

Personal details in respect of your request have, where applicable, been removed to protect confidentiality.

Guidance for Staff

Maximising the potential of Your Annual Performance Review (APR)

Supplementary Guidance – Please read the service procedure in full for further details

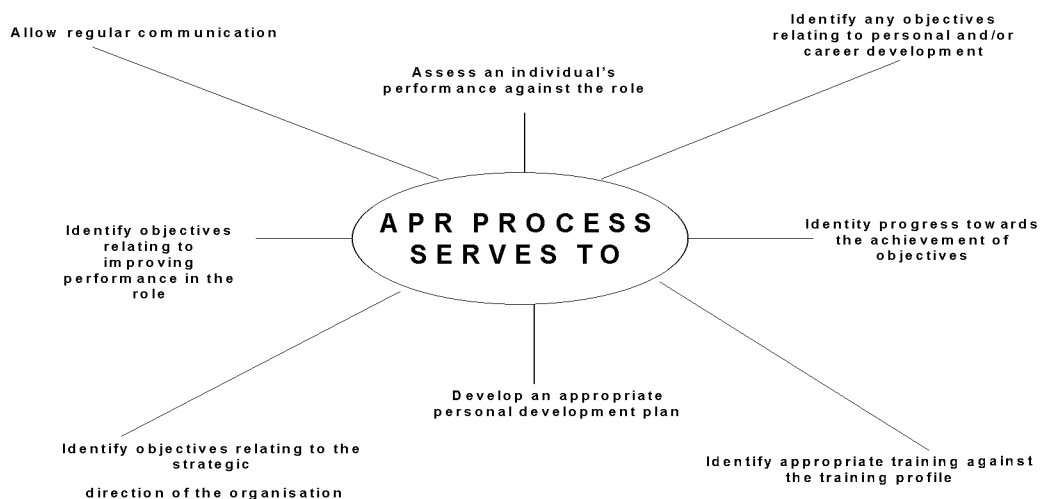


1. Introduction

- 1.1 Annual Performance Review (APR) is the term used to describe the performance management system within PSNI.
- 1.2 This guidance has been written to assist staff to make the most of their participation in the APR process, to understand the process and its purpose, and in helping staff prepare for and participate in the review(s).
- 1.3 This staff guide supports the APR service procedure. The Policy asserts PSNI's commitment to the process and outlines the implementation of the service procedure. There is also management guidance for conducting APRs.

2. Purpose of the Process

- 2.1 The APR process is considered to be part of every day performance management. The process relies on the professionalism and commitment of managers and staff to review and assess performance and to develop appropriate personal development plans (PDP) for the benefit of the individual and the organisation.
- 2.2 While the process aims to assess and enhance the performance and development of individuals in their role. It demands a consideration of relevant organisational objectives if the APR process is to contribute to the ongoing success of the PSNI. Objectives set as part of the personal performance agreement (PPA) will include those based on the policing plan as well as the objectives of your district/department/branch.



- 2.3 The documentation, whether it is the paper version or electronic version, are tools for use in Performance Management, not the output or driver of the process. The documentation has been kept relatively simple to reflect the fact that regular conversation and contact between your line manager and you is more important than copious notes. Should there be a requirement to make more notes than the form allows, at any stage on the Performance Management, then this is at the discretion of the line manager and these notes should also be attached to the forms.
- 2.4 The PPA should contain headline statements to reflect what is required from you for the coming business year. These could be an activity to fulfil a particular business need, re-emphasis of a key standard or a required change in behaviour. In most cases there is no need to document every single element of performance. Where documented levels of detail would help mutual understanding, perhaps with a new starter, then this can be encompassed with as much details as required. The PDP should be about improvements in what will be achieved and should cover activities to take the unit and you forward.
- 2.5 The onus of the in-year review is on the discussion rather than the completion of the documentation. The conversation should recap on performance through the period – what has been achieved and what still needs to be done. The form should contain a summary of these points.
- 2.6 At the annual review, you should be encouraged to reflect about the totality of their performance over the year. The conversation should be a confirmation of all previous messages relayed to you throughout the year and at the in-year review. **There should be no surprises.**

3. Benefits of APR

3.1 APR

- Demonstrates the organisations' commitment to staff and their development as this relates to the organisation
- Allows staff the opportunity to gain feedback on their performance and development
- Assists a mutual understanding of acceptable standards of performance
- Can identify opportunities for development and areas of performance which would benefit from staff development
- Gives managers a formal opportunity to praise staff and acknowledge their achievements and successes
- Measure and assess all performance against jointly agreed objectives

- Develop shared understanding of what is required to improve performance and how this will be achieved

3.2 The process of APR

- Can help to improve effectiveness, performance, motivation and commitment from the staff member
- Enhances communication between the manager and the staff member and allows differences in expectations to be clarified

4. Responsibilities

4.1 As a staff member you are responsible for

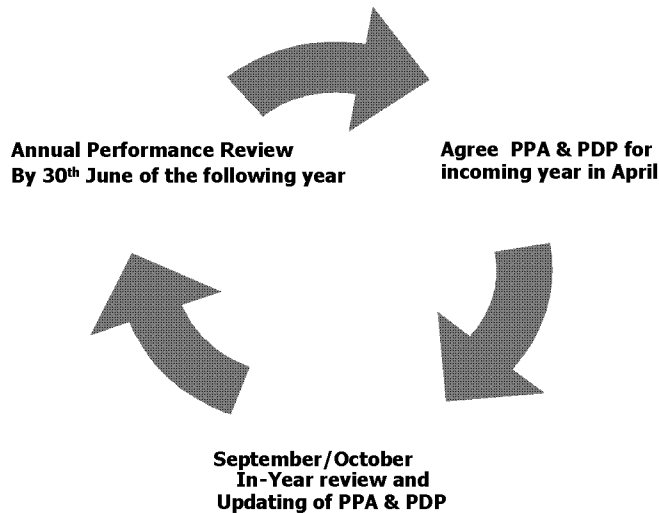
- Engaging with the APR process and ensuring that you use the process effectively for your own and the organisations development and within the timeframe outlined
- Initiating and completing the documentation in line with the scheduled yearly APR meeting date and in year review and if appropriate any interim review(s)
- Draft performance objectives for discussion with the Reporting Officer, These must be derived from your District/Departmental Business Plan Objectives.
- Agreeing with your reporting officer and working towards a PPA and amending this as the year progresses
- All objectives should follow SMART principles.
- Updating and storing the copy of the APR documentation
- Discuss and agree with the Reporting Officer any identified personal development needs.
- Pursue performance and development objectives, update PPA and PDP throughout the reporting period.
- Participate proactively in the In-Year and Annual Performance Review discussion(s).
- Reflect upon performance during the reporting period; undertake a self-assessment of performance (using the Self Reflection Form) prior to the Annual Performance Review discussion with the Reporting Officer.
- It is the Jobholder's responsibility to gather and present evidence throughout the year to indicate achievement of performance and development objectives.

5.Planning

5.1 The planning cycle of the APR process will be between April and March of the following year. The in-year review will take place by October and the yearly meeting will be before the end of April.

5.2 You and your reporting officer will agree any dates for meetings

5.3 The purpose of the in-year review is to consider ongoing performance and development in line with the PDP and PPA. Any amendments should be discussed and agreed and amendments made as appropriate.



6. Preparing for the APR/Review

6.1 Preparation is key to ensuring the APR is effective. As the staff member the APR process provides the opportunity for you to consider your role, career and development. Therefore it is vital that you engage with and utilise the APR process. Pro-activeness will ensure the APR process achieves its purpose and positively contributes to your satisfaction within your role and the organisation.

6.2 Prior to the APR both you and your reporting officer should refer to

- Your role profile
- The PDP and PPA
- Any other relevant information

6.3 In addition it is useful to

- Review your performance against the role profile
- Review your performance against objectives
- Consider your successes and achievements
- Consider the workload over the previous period of time plus any barriers which may have prevented achievements

6.4 Documentation is also available which may assist

- APR documentation
- Guidance for Staff Members
- Guidance for Reporting Officer
- APR service procedure
- APR Flowchart

- 6.5 In advance of the meeting you should complete the self-assessment form, identifying the issues you would like to discuss and ensuring that you have gathered your evidence.
- 6.6 Your reporting officer will prepare, consider the issues from yourself and include any issues the would like to discuss in the paperwork and in turn advise you of these items.
- 6.7 The documentation will then form the basis of the discussion at the yearly review. This exchange of information will ensure there is the opportunity for effective preparation and enable an open discussion to occur during the meeting.

7. Areas to Consider

7.1 As mentioned preparation is critical to the success of the APR process. As the staff member you may like to consider the following when preparing and completing the documentation

7.2 Performance

- Your role profile, the roles and responsibilities you undertake and how well you perform these
- How you use your skills and tasks to contribute to the team, your district/branch and wider community
- How effectively you use your expertise and time
- What you could have improved on and how you would do it differently in the future
- Whether you have been realistic in your analysis or expectations of your role and performance

7.3 Successes /Achievements

- What aspects of the role you enjoy and what has happened within the time period you feel good about
- Your successes or achievements within the time period
- Whether you have given yourself the credit you deserve

7.4 Barriers

- Whether there have been changes within the unit/district/branch which have affected your performance and achievement of any objectives
- Any other aspects or changes which may have had a impact
- Whether work can be better organised, improved, administered etc

7.5 Objectives

- The strategic plan of the PSNI and your district/branch/unit
- How your role contributes to the achievement of the objectives in the strategic plans
- What objectives may be relevant for you for the forthcoming period

7.6 Training needs

- Any training or development required relating to your role, the strategic plan and/or your own personal/career development
- Be realistic in your request for training and do not limit yourself solely to courses.

8. The Meeting

8.1 The APR is a meaningful two-way dialogue between yourself and the reporting officer. Areas for discussion will have been noted in the exchanged documentation and will be used to structure the meeting. This is your opportunity to share your thoughts on your work and to influence your development.

8.2 Dates for the meetings should be agreed and diarised

8.3 The meeting should allow an exchange of views, which are positive and constructive and will focus on success and achievements, level of performance, how performance can be more effective and what training and /or development would be beneficial.

8.4. During the annual APR meeting, issues identified in the documentation will be discussed as well as the previous 12 months and the forthcoming year.

8.5 During the in-year review, discussion will take place around issues identified in the previous 6 months and what is required during the next six months.

9. Completing the PPA/PDP

9.1 Following the meeting it is your responsibility to create/amend the PPA/PDP.

9.2 Objectives may relate to

- The achievement of objectives set within PSNI strategic plan and /or district/department/unit's plan
- The development and/or enhancement of performance within your role
- The development or enhancement of you in a personal capacity and/or your career

9.3 The PPA requires detail of the objectives agreed, how the objectives will be achieved and a date by when the objective will be achieved.

9.4 The PDP requires details of what development areas you will undertake and by when. These should be linked to your PPA objectives.

When you have completed/updated the PPA both you and your line manager should be retained.

9.4 Objectives should wherever possible meet SMART objectives

| | | |
|---|------------|---|
| S | Specific | The objective should specify exactly what you are expected to achieve |
| M | Measurable | Whether the objective has been achieved should be able to be measured objectively |
| A | Achievable | Staff should be able to achieve the objective although this should still be challenging and not too easily achieved |
| R | Relevant | Objectives should relate to your role and have a clear purpose |
| T | Time Bound | Dates should be set for the achievement of the objective or interim target dates |

10. Service Procedure

10.1 This guide has been written to supplement the APR service procedure.

10.2 It is recommended that you to undertake the e-learning module on APR. Please see police net for further details.

11. Contacts

11.1 Please speak to your reporting officer and your local HR Manager for advise and guidance on the APR process or visit the APR page on police net.