

Performance Improvement Specialist

What's it all about

The Performance Improvement Specialist is a core member of the ER Centre of Excellence, responsible for supporting managers with improving individual and team performance and capability across the organisation. The role focuses on proactively identifying, addressing and improving underperformance, working in partnership with colleagues across the People Directorate to ensure consistent, fair and effective performance standards and interventions.

Operating as a specialist, this role will contribute to the organisation's wider approach to performance improvement. This includes strengthening early intervention and supporting managers to manage performance confidently and consistently, while addressing recurring or systemic performance issues.

Through this work, the role supports a shift from a reactive approach to one that is proactive, insight-led and focused on continuous improvement, strengthening both individual performance and overall organisational effectiveness.

How you'll make a difference

You will improve the organisational performance and capability by:

- Driving a more proactive and consistent management approach to performance management across the organisation.
- Identifying patterns of underperformance and ensuring targeted interventions are in place.
- Supporting managers to address performance issues early, confidently and effectively.
- Reducing reliance on formal ER processes by embedding strong informal performance management practices.
- Improving outcomes for colleagues by ensuring fair, consistent and supportive approaches to capability.
- Providing insight and analysis that informs leadership decision making and workforce planning.

- Strengthening collaboration between HRBPs and the ER function to ensure a joined-up approach to performance and ER risk.
- Strengthening manager understanding of managing performance in the early stages of employment, ensuring expectations are clear and consistently applied.
- Improving the quality and consistency of probation and early performance decisions, ensuring fair, timely and well-evidenced outcomes.

The impact: improved individual and team performance, stronger manager capability, reduced recurring underperformance issues, and a more consistent and high-performing organisation.

How you'll do it

- Support the organisation's approach to performance and capability management, ensuring consistent standards, clear expectations and effective policy application across the organisation.
- Identify areas or patterns of persistent or recurring underperformance, using data and insight to target and prioritise interventions.
- Work directly with managers to coach and support performance improvement, including both informal and formal approaches, building confidence and capability.
- Ensure performance and probation approaches are fair, consistent and aligned to evolving employment legislation, providing guidance on key decisions such as progression, extension or exit.
- Work closely with the ER CoE to ensure alignment between performance management, capability processes and formal ER frameworks.
- Partner with HRBPs to align performance activity with business priorities, workforce planning and capability needs.
- Analyse performance data and trends, providing insight and recommendations to improve organisational performance and reduce risk.

- Promote a culture of accountability, continuous improvement and high performance across the organisation.

All about you

Our values

We succeed together

By working as one and respecting diverse perspectives, we support each other to consistently deliver better outcomes for our residents and communities.

We keep our word

We do what we say we will do, and act with integrity and ownership to build trust and provide the high-quality service people expect from us.

We do better every day

We are always looking for better ways to work and raising standards and strengthening communities through continuous improvement.

This role is at **colleague** level.

Essential knowledge, experience and skills

- Experience working in a complex, multi-site, or unionised environment.
- Strong experience of managing underperformance and strengthening manager understanding of performance and capability processes.
- Strong understanding of employment law relating to performance, capability and probation, including emerging changes and their practical implications.
- Ability to interpret legislative change and translate it into practical guidance.
- Proven ability to coach and influence managers.
- Strong understanding of performance management frameworks, including informal and formal capability processes.
- Ability to identify and act on patterns, trends and systemic performance issues.
- Demonstrable experience working with employee relations processes, particularly capability and performance cases.
- Strong analytical skills, with the ability to translate data into actionable insight and interventions.
- Excellent communication and influencing skills, with the ability to challenge constructively.
- Ability to design and embed practical tools, frameworks and interventions.
- Strong organisational skills, able to manage multiple priorities and stakeholders.

Desirable knowledge, experience and skills including qualifications and professional membership

- CIPD Level 5 or equivalent qualification, or demonstrable experience at this level.

Hybrid arrangements - at least three days a week in an office. On other days, working from home may be possible, depending on the work and the interaction required.