

Purpose

The purpose of this procedure is to:

- Ensure fair and consistent treatment for all employees
- Provide managers with a framework and guidance that will enable them to clearly communicate the standard of work expected and to ensure the standards are met.
- Identify and implement mechanisms to enable the employee to reach the required standard of performance.

Management Support

Where poor performance is identified by the line manager, (depending on the seriousness of the poor performance) in the first instance the course of action should be to resolve the issues with the employee in confidence and on an informal basis. The line manager will highlight the issues with the employee and provide support to help them achieve the required performance. Brief notes of the general issues discussed and the dates of meetings should be recorded on an employee file note.

Formal Procedure

This formal procedure may become necessary if initial management support does not lead to an improvement in performance. The purpose of the formal meeting is to:

- Investigate the reasons and circumstances of the under-performance in an open and exploratory manner.
- State the problems and provide the evidence to support this
- Give the employee the opportunity to respond to the issues raised.
- State expectations i.e. what acceptable performance looks like
- Identify support, training and any other resource needed to assist them in achieving the required standard.
- Set reasonable timescales to monitor performance and set realistic deadlines for the required performance to be achieved.

Stage 1

The formal procedure should begin if there has been insufficient improvement following the initial management support, or where the matter is serious enough that the informal process is deemed inappropriate.

The employee will be invited to a formal performance review meeting with their line manager. The invite will be sent in writing at least 24 hours in advance of the meeting. The employee will be advised of their right to be accompanied at the meeting by a trade union representative or fellow work colleague.

At the meeting the line manager will:

- Explain the areas in which the employee's performance falls below the required standard
- Give the employee the opportunity to respond
- Set and agree an improvement plan (use Performance Improvement Plan form)
- Set a reasonable timescale in which improvement is expected, usually no more than 3 months. Agree a review date.
- Advise the employee of their right of appeal against any outcome of the meeting.

Following the meeting the employee will receive confirmation of the outcome of the meeting in writing. If the manager confirms that there is a performance issue to address, a first written warning will be issued. This will remain on file for a period of 12 months. The employee has the right to appeal against this outcome in line with the appeal process, as detailed in the Disciplinary Procedure.

Stage 2

Where there has been insufficient improvement following the stage 1 process, or where the matter is sufficiently serious to progress directly to stage 2, the employee will be invited to a stage 2 meeting. The employee will be invited to a formal stage 2 meeting with their line manager. The invite will be sent in writing at least 24 hours in advance of the meeting. The employee will be advised of their right to be accompanied at the meeting by a trade union representative or fellow work colleague. This meeting will follow the same format as a stage 1 meeting.

For immediate progression to Stage 2 the performance of an individual would include actions that have posed a risk to the Company, from an operational, financial or reputational perspective.

During the meeting it should be considered as to whether redeployment of the employee into another role is possible.

Having carried out through the formal meeting, the manager will decide whether a final written warning should be issued. This will remain on file for a period of 12 months. The employee will be informed that failure to improve may result in their dismissal from the business. The employee has the right to appeal against this outcome in line with the appeal process, as detailed in the Disciplinary Procedure.

As with a stage 1 meeting, an improvement plan will be agreed at this meeting, with a reasonable timescale set for improvement. If these improvements are not achieved then the employee will move onto a stage 3 meeting.

Stage 3

Where there has been insufficient improvement following the stage 2 process, or where the matter is sufficiently serious to progress directly to stage 3 meeting, the employee will be invited to a stage 3 meeting. The invite will be sent in writing at least 24 hours in advance of the meeting. Within the invite letter, the employee will be informed of the seriousness of this meeting and that the outcome to this meeting may be dismissal. The employee will be advised of their right to be accompanied at the meeting by a trade union representative or fellow work colleague.

For immediate progression to Stage 3 the performance of an individual would include actions that have posed a risk to the Company, from an operational, financial or reputational perspective.

Stage 3 meetings will be chaired by a Director of the Company and will involve the following:

- Review the minutes and outcomes of the previous performance review meeting(s) and any evidence regarding the standard of performance
- Whether the process has been fair and reasonable
- The possibility of redeployment to another role
- Dismissal on the grounds of capability.

The employee will be informed of the outcome of the meeting by letter. Where this decision has been taken to dismiss, the employee will have the right of appeal in line with the disciplinary procedure.

If redeployment is an option, the individual will be given 10 day working days to consider the offer and respond in writing. Refusal of such an offer will normally result in termination of employment on grounds of capability. If redeployment is at a lower grade, no pay protection will apply.

Suspension

Suspension will only be used in potentially serious cases of poor performance, where it is considered necessary to remove an employee from the workplace, in order to allow a full investigation. This does not in itself constitute formal action. Suspension will be with full pay.