

Contents

1.0

1.0 Introduction

This procedure provides opportunities for improvement through a series of stages. Wherever possible, managers should seek to address any single or minor performance problems as they occur, and without the need to implement this Procedure. It should be remembered that promptness is important in dealing with capability and performance matters effectively and fairly.

No member of staff will be dismissed or have sanctions applied because of a failure to perform to the required standard unless warnings and an opportunity to improve

attempts have been made previously to informally improve aspects of an employee's performance may, however, contribute to the decision to deal with subsequent performance issues under the Capability and Supporting Performance Procedure. This will be summarised in writing and shared with the member of staff.

If, after informal guidance and support has been provided, the employee's performance continues to be unsatisfactory, or if there is a management view that informal approach would not be appropriate, the matter should be dealt with under the formal Capability and Supporting Performance Procedure. The employee should be advised in writing by their Manager that they are proceeding to the formal Stage 1 of this Procedure. . It may also be possible to begin the formal process at Stage 2, with the prior agreement of the Director of HR.

At least 5 working days before the meeting, the member of staff should be advised by the manager of:

the fact that there will be a meeting under Stage 1 of the Procedure

the date, time and venue of the meeting

the concerns about their performance, with any statements or other relevant evidence

the possible outcomes of the meeting

their right to be accompanied by a fellow worker or trade union and given a

Whether a formal improvement notice is being given (or that no improvement notice is being given) and the reasons for that decision; of any remedial action, in the form of a written action plan that contains:

a clear summary of the improvements required and the standards to be met
specific areas where support is needed, and the means of achieving t;

The manager may adjourn the meeting in order to consider the issues and reach a decision. Wherever possible, the member of staff should be informed of the decision at the end of the meeting. This should be confirmed in writing by the manager as soon as possible, normally within five working days.

6.0 Formal Stage 2

Where the manager decides to progress to Stage 2, the member of staff should be invited to a further meeting.

At least 5 working days before the meeting, the member of staff should be advised in writing by the manager:

- that there will be a meeting under Stage 2 of the Procedure
- of the date, time and venue of the meeting
- of the remaining concerns about their performance / absence, with any statements or other relevant evidence
- of the possible outcomes of the meeting, namely a formal improvement notice being issued
- of their right to be accompanied by a colleague or trade union representative and given a copy of this Procedure.

Those present at the meeting should include the manager, the member of staff, the member of staff's chosen colleague or trade union representative, and a HR Officer.

At the meeting the manager will:

- outline the aspects of the member of staff's work which are still unsatisfactory;
- outline the process followed to date and the outcomes;
- give the member of staff the opportunity to ask any questions for clarification, and to respond to the issues raised;
- discuss, and agree as far as possible, a plan of action, targets and timescale for improvement.

Where the meeting relates to the staff members absence, additional matters for discussion would include:

- discuss the staff members health;
- consider any medical advice received to date;
- review any previous actions discussed;
- consider any further support (to include reasonable adjustments where appropriate to improve attendance or facilitate a return);
- identify a possible return to work date

The manager should write to the member of staff normally within five working days of the meeting either saying that no further action is to be taken or giving a formal improvement notice. The letter should detail the standards expected, targets, action plan and timescale for improvement, and warn the member of staff that his/her employment may be at risk if the required improvement is not achieved.

The timescale for this stage of the Procedure will vary depending on the individual

issuing a final improvement notice, which shall state that the consequences of further poor performance / absence may lead to dismissal. The final improvement notice will remain on file for a period which shall be determined by the Panel; up to a maximum of two years;

the possibility of a transfer to a more suitable post, if necessary on a trial basis. Where a member of staff is transferred to a lower grade job, s/he will be transferred to the grade of that job with pay according to the grade of the new post. The member of staff should be allowed sufficient time, normally 5 working days, to consider the offer, and should be informed that a refusal will normally result in termination of employment. The member of staff should be asked to give a written response within the specified time period;

APPENDIX 1

FACTORS AFFECTING PERFORMANCE

It is recognised that various circumstances hinder or prevent satisfactory performance, such as workload, relations with colleagues or other personal reasons, the work environment, etc. Such factors should be explored fully to determine the most appropriate solution.

Although not exhaustive, possible reasons could be:-

- lack of aptitude, skill or experience, which may be the result of inappropriate recruitment; selection, induction or training;
- lack of proficiency and poor overall organisation;
- lack of facilities crucial to the individual's performance;
- changes in the nature, volume, and allocation of work;
- changes in technology;
- changes in research criteria;
- personal/family difficulties;
- short-term and long-term health problems;
- reorganisation or redefiniti

APPENDIX 2

RESPONSIBILITIES AND RIGHTS

Members of staff

Members of staff are responsible for:

- (i) ensuring that they are aware of their responsibilities;
- (ii) performing their duties to a satisfactory level;
- (iii) engaging in any reasonable training and development that will be provided to reach the required level of performance for the job;
- (iv) Engaging with their Line Manager, Occupational Health, or Human Resources as requested to address unsatisfactory performance, including meeting attendance;

meeting, and has the right to address the meeting, but not to answer questions on the member of staff's behalf;

- (v) request a postponement of a meeting if the chosen fellow worker/trade union representative cannot attend on the date proposed and a suitable alternative person cannot be found. In this instance, the member of staff must offer an alternative date and time so long as it is reasonable and falls before the end of the period of five working days beginning with the first working day after the day proposed by the University;

- (vi)

- (vii) dealing with poor performance as it becomes apparent to avoid this having a detrimental effect on the performance of the school/central department, or on staff morale;
- (viii) ensuring that matters relating to an individual's work performance are dealt with sensitively and consistently, maintaining confidentiality, dignity and equality of opportunity.

Managers have a right to:

- (i) enquire, where appropriate, and with sensitivity, into issues that may be affecting a member of staff's work performance;
- (ii) be treated with dignity and respect at all times.
- (iii) Guidance and support from their respective Manager and Human Resources in dealing with matters of performance.

Human Resources

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