

CS040 - Performance Improvement Policy and Procedure

MONITORING FORM	
Department	Human Resources
Department Director	Human Resources Director
This policy is applicable to	All employees
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Internal /external consultees (if required).	All Employees

1. INTRODUCTION

- 1.1 This policy and procedure should be used when an employee's performance has been identified as falling below an acceptable level. Its purpose is to provide a framework for resolving the issue, ideally through the improvement of the employee's performance.
- 1.2 As a last resort, the policy specifies the circumstances in which the employee may be redeployed to more suitable work or dismissed on the ground of capability.

2. SCOPE

- 2.1 For the purposes of this policy it is deemed to include the following: Weslo Housing Management and its subsidiary, Weslo Property Management, all employees (permanent, temporary or fixed term).

3. PROCEDURE AIM

- 3.1 Before this procedure is engaged, the employee should receive feedback from his/her manager setting out the concerns about the employee's performance and how his/her performance can be improved. The manager will hold an informal discussion with the employee to try to establish the reason(s) which may include lack of training, lack of clear procedures, personal and/or health problems.

An appropriate note of the informal meeting should be made and a copy given to the employee.

- 3.2 This procedure is designed to be used when such informal discussions do not lead to the employee improving his/her performance to an acceptable level.
- 3.3 Where an employee's poor performance is believed to be the result of deliberate negligence, or where serious errors have been made by him/her to the detriment of the organisation, Weslo may decide to use the disciplinary procedure instead.
- 3.4 A written record of all meetings conducted under this procedure will be made, either by the person holding the meeting or by an additional person arranged by the manager to take notes [Human Resources/Corporate Services].
- 3.5 Weslo processes any personal data collected during the performance improvement procedure in accordance with its data protection policy. Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of completing the performance improvement procedure. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the organisation's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the Weslo's disciplinary procedure.

4. PERFORMANCE IMPROVEMENT PROCEDURE

- 4.1 The following stages should be implemented where informal action has not lead to the employee improving his/her performance to an acceptable level.

Stage 1

- 4.2 The employee's manager will hold a meeting with the employee to discuss concerns regarding his/her performance.
- 4.3 Following discussion of the problem, the manager may choose to:
- a. take no further action;
 - b. refer the matter under the disciplinary policy and procedure; or
 - c. issue guidance to the employee on what he/she needs to do to improve his/her performance. A Performance Improvement Plan [PIP] should be put in place [refer to 4.4]

Performance improvement Plan (PIP)

- 4.4 A performance improvement plan is a series of measures designed to help improve the employee's performance. Each measure will ideally be agreed with the employee, although Weslo reserves the right to insist on any aspect of the performance improvement plan in the absence of such agreement.
- 4.5 Each PIP will be tailored to the particular situation, but will contain the following elements, a PIP template can be found at appendix 1:

a. Timescale

The overall timescale in which the necessary improvement must be achieved will be set out, together with the timescale for reaching individual milestones where appropriate. The initial PIP must have an appropriate review date specified – for guidance, this should generally be within a timeframe of 2 weeks to 6 months depending on the nature of the problem.

b. Targets

The PIP will specify the particular areas in which improved performance is needed and set out how, and on what criteria, the employee's performance will be assessed. Where appropriate, specific targets will be set that will need to be achieved either by the end of the programme or at identifiable stages within it.

c. Measures

The PIP will specify what measures will be taken by the organisation to support the employee in improving his/her performance. Such measures

may include: training; additional supervision; coaching; the reallocation of other duties; or the provision of additional support from colleagues.

d. Feedback

As part of the PIP, the employee will be given regular feedback from his/her line manager indicating the extent to which the employee is on track to deliver the improvements set out in the programme.

If, at any stage, the organisation feels that the PIP is not progressing in a satisfactory way, a further meeting may be held with the employee to discuss the issue. As a result of such a meeting, the employer may amend or extend any part of the PIP.

e. Review

At the end of the PIP, the employee's performance will be reviewed.

If satisfactory progress has been made, the employee will be notified of this fact in writing. However, if the manager feels that progress has been insufficient, he/she may decide to extend and/or amend the PIP to such extent as the manager considers appropriate. Alternatively, he/she may decide to refer the matter to a meeting under stage 2 of this procedure.

f. Ongoing review

Following the successful completion of a PIP, the employee's performance will continue to be monitored. If, at any stage during the following 12 months, the employee's performance again starts to fall short of an acceptable standard, his/her line manager may decide to initiate stage 2 of this procedure.

Stage 2

- 4.6 If the PIP has not led to sufficient improvement in the employee's performance, the employee will be invited to attend a formal performance management hearing following the formal disciplinary policy. The invitation will set out the respects in which the employee's manager believes that the employee's performance still falls short of an acceptable standard.
- 4.7 The hearing will be conducted by the line manager and a member of the Corporate Services Team [HR admin]. The employee will be entitled to be accompanied by a fellow employee or a trade union official.
- 4.8 At the hearing, the employee will be given an opportunity to respond to any criticism of his/her performance and to make representations about any aspect of the way in which the process has been managed.
- 4.9 The outcome of the meeting may be a decision to:
 - a. take no further action;

- b. refer the matter for investigation under the disciplinary procedure;
- c. initiate another performance improvement programme; or
- d. issue a formal warning to the employee.

- 4.10 A formal warning will be issued if the hearing concludes that reasonable steps have been taken by the organisation that should have allowed the employee to perform to an acceptable standard, but that these measures have not worked. The warning will explain the nature of the improvement that is required in the employee's performance and state that the improvement must be immediate and sustained. It will also explain that, if the necessary improvement does not take place, the employee may be dismissed.
- 4.11 The warning will remain current for a period of 12 months, after which it will cease to have effect.
- 4.12 Where an employee is issued with a formal warning in accordance with this procedure, he/she will have a right of appeal.

Stage 3

- 4.13 If an employee has been issued with a Formal Warning under stage 2 that remains live and the employee's manager believes that his/her performance is still not acceptable, the matter may be referred to a stage 3 performance dismissal hearing.
- 4.14 The employee will be informed in writing of the grounds on which the hearing is being convened. In particular, he/she will be told of the respects in which his/her performance remains below an acceptable level.
- 4.15 The hearing will be conducted by the departmental Director and a member of the Corporate Services Department [HR Admin]. The employee will be entitled to be accompanied by a fellow employee or trade union official.
- 4.16 At the meeting, the employee will have the opportunity to respond to any criticisms made of his/her performance and make representations about how the situation should be treated.

The outcome of the meeting may be:

- a. a decision to take no further action; or
- b. initiate another performance improvement programme; or
- c. an offer to redeploy the employee to alternative work; or
- d. a decision to dismiss the employee

5. APPEAL

- 5.1 An employee has a right of appeal against a sanction issued under stages 2 and 3 of this procedure. A request for an appeal should be sent in writing to the Human Resources Director and set out the grounds on which the employee believes that the decision was flawed or unfair. The

request should be sent within seven days of the employee receiving written confirmation of the sanction imposed on him/her by the organisation.

- 5.2 An appeal hearing will be convened to consider the matter. Appeals against formal warnings will be heard by the relevant Director. Appeals against dismissal will be heard by the Chief Executive. The employee will be entitled to be accompanied by a fellow employee or a trade union official.
- 5.3 At the hearing, the decision to impose the sanction will be reviewed and the employee will be entitled to make representations about the appropriateness of that decision.
- 5.4 The result of the hearing will be either to confirm the sanction, or substitute any outcome that was available to the panel conducting the hearing at which the sanction was imposed on the employee.
- 5.5 The outcome of the appeal will be confirmed to the employee in writing, explaining the grounds on which the decision was reached. The outcome of the appeal will be final.

6. LEVEL AND TIME LIMITS OF WARNINGS

- 6.1 Formal warnings will remain live for a period of 12 months.
- 6.2 There may be occasions where an employee's performance is satisfactory throughout the period the warning is in force, only to lapse very soon thereafter. Where a pattern emerges and/or there is evidence of abuse, the employee's disciplinary record should be borne in mind in deciding how long any warning should last.

7. EQUALITY & DIVERSITY

- 7.1 This Policy will always be carried out in accordance with Weslo's Policy of Equality & Diversity which aims to promote diversity, fairness, social justice and equality of opportunity by adopting and promoting fair policies and procedures.

8. MONITORING & REPORTING

- 8.1 This policy will be reviewed regularly to ensure compliance with applicable legislative changes, changes within the organisation and best practice

9. OTHER RELEVANT POLICIES AND PROCEDURES

- 9.1 This Policy relates to Weslo's Disciplinary Policy and Procedure and Weslo's Disciplinary investigation procedure and these must be read in conjunction with this Policy.

Appendix 1 - Performance Improvement Plan Template

PERFORMANCE IMPROVEMENT PLAN

Area	Improvement Objectives [Target] <i>What, specifically must the individual do to improve their performance to meet expected standards?</i>	Success Criteria [Measures] <i>How will you know when the expected standards of performance have been met?</i>	Additional Support Required <i>What additional training/development or support does the individual require in order that they are able to achieve the expected standards?</i>	Review period

I understand and agree to the objectives of this Performance Improvement Plan.

Signed _____ [Employee] Dated _____

Signed _____ [Manager] Dated _____

A RECORD OF REGULAR PERFORMANCE REVIEW MEETINGS SHOULD BE MADE, AGREED AND SIGNED BY BOTH THE EMPLOYEE AND LINE MANAGER DURING THE REVIEW PERIOD.