

POLICY ON MANAGING WORK PERFORMANCE

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POLICY ON MANAGING WORK PERFORMANCE

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POLICY ON MANAGING WORK PERFORMANCE

1 POLICY STATEMENT

Introduction

- 1.1 These guidelines provide a framework within which line managers should work when dealing with incidences of an employee's poor performance at work. They are intended to provide general advice and, depending on the degree of complexity in individual cases, more detailed advice and support can be provided by the HR Case Management Team (01835 825052 or askhr@scotborders.gov.uk).
- 1.2 The guidelines first of all deal with ways in which to avoid incidences of poor performance. However with a large and diverse workforce it is inevitable these will occur from time to time and it is important that poor performance is dealt with fairly and effectively.
- 1.3 Poor performance at work is managed formally through the Council's disciplinary procedure. However these guidelines elaborate on what managers should do by way of early, informal intervention/action to address poor performance. In the majority of cases relating to poor performance one to one counselling by the line manager will normally be enough to achieve an informal resolution. If matters are addressed at the earliest opportunity, it is often possible to avoid the use of the formal disciplinary procedure.
- 1.4 The primary objective in most cases of poor performance is to get the employee to improve to meet the required standards. Dismissal for poor performance is a last resort only to be taken after all supportive efforts have failed. This support would normally include training, guidance and seeking opportunities for redeployment where appropriate.
- 1.5 Where something really serious has occurred, for example where an incident has or could have threatened the wellbeing of the individual, other employees, service users or the general public there may be a need to use the formal disciplinary procedure without any attempt to resolve the issue informally.
- 1.6 There may be instances of poor performance that have been known about for some time but for some reason have never been drawn to the employee's attention and addressed. Such situations do not preclude the poor performance being addressed, although it will be necessary to take this into account when the matter is progressed. In such cases when the employee's attention is finally drawn to their poor performance it may be necessary to explain that whilst no previous action has been taken by way of counselling or disciplinary warnings that in itself is no justification for not addressing matters now.

1.1.2 Principles

Scottish Borders Council (the Council) expects satisfactory standards of performance from all employees. It is implicit in any contract of employment that an employee must carry out the duties and responsibilities of the post to a satisfactory standard which is reasonable in terms of workload or other agreed pressures.

The line manager must ensure that employees are properly trained, coached and encouraged to perform reasonably and effectively at work. It is part of the normal managerial/supervisory process that an employee is made aware of the required standards and any examples of where they do not meet those standards.

2 AIMS AND PURPOSE OF THE POLICY

2.1 To assist line managers to:

- support and enable an employee who is required to improve their work performance to attain an acceptable level.
- act in a consistent manner in managing performance.
- follow a fair and equitable process.

2.2 To assist Employees to:

- Be aware of the level of performance required.
- Maintain an acceptable level of performance.
- Overcome any barriers to acceptable performance

3 EQUAL OPPORTUNITIES

3.1 In order to meet its obligations under the Equality Act 2010, the Council is committed to treating all employees fairly. Managers and staff will not discriminate directly or indirectly on grounds of race, colour, ethnic or national origin, religion or belief, sex, gender reassignment, sexual orientation, marital status, disability, age, pregnancy or maternity or trade union membership or activity.

3.2 The Policy is presented in such a way that it enables Managers to clearly communicate the standard of work expected and to ensure the standards are met. The Scheme also identifies and implements mechanisms to enable employees to reach the required standard of performance.

3.3 The Policy also acknowledges that performance issues may arise from misunderstandings due to ethnic/cultural/gender/ disability or other related issues. Where this is evident this must be explored and where relevant the issues resolved.

4 SCOPE OF THE POLICY

4.1 This procedure applies to all employees of the Council except for the Chief Executive, who is covered by a separate procedure.

5 LINKS WITH OTHER COUNCIL POLICIES

5.1 This policy is associated to the following key policies and where applicable should be cross referenced to gain further detail:

- Attendance Management
- Code of Conduct
- Discipline
- Dignity and Respect in the Workplace
- Family Friendly
- Flexible Working
- Investigation
- Leave
- Mentally Healthy Workplace and Stress Management
- Reasonable Adjustments
- Redeployment
- Substance Misuse
- Training and development

- Working Time Regulations

6 POOR PERFORMANCE

6.1 What is Poor Performance?

Poor performance may be defined as:-

- the continuing failure of an employee through lack of skill/ability to meet the requirements of their job, including meeting agreed targets or providing a satisfactory service
- regular performance by an employee that adversely affects their own ability, and/or that of others, to do their work to an acceptable standard.

Poor performance can show itself in a number of guises. Examples include

- Poor quality of work
- Poor quantity of work
- Work not completed to required timescales
- Poor judgement
- Poor work relationships
- Poor practice
- Poor attitude
- Inappropriate behaviour
- Not taking responsibility/decisions

When assessing any potential poor performance it is important to consider the employee's Recruitment Profile and Person Specification, experience and training in order to ensure that performance is being measured against reasonable expectations.

6.2 Factors affecting Performance

These may be categorised as follows:-

6.2.1 Personal to employee

- Skills and level of training
- Difficulty of objectives and tasks
- Motivation
- Behaviour/attitude

6.2.2 Leadership and management by line manager

- Clarity of instructions
- Type and frequency of feedback
- Quality of support
- Too low or too high a level of control given to employee over their work

6.2.3 Physical work environment

Working environment, for example inadequate workstation, space, heat, light and ventilation Standard and quality of equipment including protective clothing, if appropriate. Number of employees available for tasks or objectives

6.2.4 Contextual

- External demands from, for example, other Agencies/Partners
- Internal demands from other departments.
- An environment which is either too stable or is in constant change

7 PRE-REQUISITES FOR GOOD PERFORMANCE

The key to addressing any issue of poor performance is to ensure that an employee is aware of what standards are required of them..

These standards are introduced at various stages:-

7.1 Recruitment and Selection

It is very important to make prospective employees aware of the standards that are expected of them in terms of job performance and general conduct. It is particularly important to make candidates aware of any specific requirements there might be, for example the need to comply with no smoking rules or to work shifts, weekends or bank holidays. Key issues such as this may be included in recruitment advertisements and Recruitment Profiles and Person Specifications should reflect them.

7.2 Recruitment Profile and Person Specification

7.2.1 The Recruitment Profile

The Recruitment Profile must contain key issues as noted above. It will also include the main elements of what the employee is expected to do.

Recruitment Profiles should not be seen as static documents that are only to be reviewed on change of occupancy. Inevitably, jobs change and where appropriate the Recruitment Profile should be changed in consultation with the employee and if appropriate in consultation with HR.

7.2.2 Person Specification

The Person Specification details the skills, abilities and experience necessary to do the job. Again this is a form of standard setting.

Setting clear standards at the recruitment and selection stage means that any individual who is not happy with or cannot meet any of the standards need not apply. This should be seen in a positive light.

Poor performance can occur where an individual takes on a job without fully appreciating the standards required. The earlier that a potential employee becomes acquainted with the standards expected the less likelihood there is of subsequent problems with performance.

7.3 Adverts

All adverts must include the essential criteria.

7.4 Interview

The interview is the opportunity to explore how closely a person meets the requirements for the role. An interview should be long enough to ensure there is sufficient time allowed for both parties to establish that they are each satisfied with the other.

Whilst it is good practice to cover essential requirements during an interview, the interview should not be the place to set performance standards. It would be very difficult to rely on a comment made during a recruitment interview when dealing with a subsequent poor performance/disciplinary issue. It will be much more effective if standards are followed up in writing and hence why any relevant matters are included in the Recruitment Profile or Person Specification.

7.5 Induction

The induction process is vital. This should not simply be carried out for new recruits to the Council but should be conducted by a manager whenever any existing employee takes up another job. It helps the settling in process and also makes the employee more productive at an earlier stage. The induction process should make clear what the expectations are. If the employee is not made aware of the requirements and standards expected, there should be no complaint if the standards are not met.

An induction programme is the ideal opportunity to ensure that the ground rules are set from the first day. Obviously everything cannot be covered on day one, induction should be dealt with in a structured manner over the first few days and weeks of employment. The essential issues must be addressed first - for example any health or safety requirements. During the second and subsequent weeks, other rules and regulations should be explained.

During the induction process employees must also complete the mandatory e-learning modules, if they have not already done so.

These modules are as follows:

- Adult Support and Protection (refresh every 2 years)- for **all** staff
- Equality & Diversity online - for **all** staff
- Fire Safety Awareness – (refresh every 2 years) for **all** staff
- Information Management Awareness - for **all** staff
- Information Security course – for staff who have an email address for work purposes or use Council IT systems
- Introduction to Child Protection – for **all** staff
- PREVENT elearning – for **all** staff
- The General Data Protection Regulations – for **all** staff

To access the courses online visit [SBLearn - Staff E-Learning System](#) or go to www.scotborders.brightwave.co.uk

Log in procedure

When you reach the login screen please log in using:

- Your Employee number: (employee numbers can be found on your ID badge or your payslip)
- Your Password will be your Surname, case sensitive, use Initial Capital/s only e.g. Smith, MacDonald, McDonald, Smith-Jones
- You will immediately be asked to complete a process to set your password to something more secure and you will be asked to complete a 'Memorable Question' so that you can change your password securely should you forget it in the future.

Further guidance on [how to log on to SBLearn and other elearning documents](#).

The corporate induction checklist, available on SB Learn, must be used. It is vital to avoid any potential future disagreement about the communication of standards. It is all too easy for an employee to allege that they did not know what the rules or standards are. Use of the induction checklist will give the manager much greater confidence in tackling poor performance at an early stage.

7.6 Formal Supervision

In some areas of the Council, for example Social Work, a formal supervision process exists. This is a 2 way process which enables both manager and employee to discuss all aspects of the role, responsibility and performance as well as development needs. Good supervision should be open and honest and should focus on positive aspects as well as areas for improvement.

7.7 Appraisal/Professional Review

Appraisal or professional reviews provide further opportunities to set standards and review performance and conduct. It is important for a manager to meet regularly with employees, particularly new employees, in order to review and monitor performance. The formal appraisal process within the Council should take place annually with the option to meet as frequently as agreed or necessary. It is important however that any drop in standards should be tackled when it occurs and not stored up until the annual appraisal.

7.8 Workload Management

A manager is responsible for ensuring that the workload of their employees is reasonable and where there are conflicting and competing priorities it is the responsibility of the manager to resolve these. Employees should not be expected to take on workloads without proper support and guidance.

7.9 Standards Summary

- Standard setting is never a one-off event and will occur often in a climate of continuous improvement and change.
- Standards should be SMART. Specific- Measureable-Achievable-Realistic- Time bound
- Standards provide a means of determining whether or not the level of performance is acceptable.
- It is essential standards are communicated to the employee. This might be done by reference to procedures, instruction documentation, departmental guidelines etc.

8 PRACTICAL STEPS IN DEALING WITH MATTERS OF POOR PERFORMANCE

Normally initial concerns regarding performance should be dealt with by the immediate line manager/ supervisor as soon as practicable. It is not acceptable to store up examples of poor performance: they should be discussed at the earliest opportunity.

The HR Case Management Team (01835 825052 or askhr@scotborders.gov.uk). are available to give advice to managers on how to deal with poor performance.

If the cases raise child or adult protection issues advice must be sought from the Public Protection Unit and if appropriate a formal referral made..

8.1 Phase 1: Initial Identification

This phase starts where the manager first considers the employee's performance to be below a satisfactory level.

In areas such as Social Work this informal stage may be incorporated within the routine supervision process.

Although informal, it is advisable to keep notes of discussions until the situation has been resolved. The employee should be given a copy of any agreed action plan.

Where performance is considered to be below a satisfactory level, oral feedback should be given as soon as possible in an attempt to resolve matters informally with the employee and assist them to achieve an acceptable level of performance within a reasonable timescale.

The manager should meet with the employee in private to establish why performance is falling short of what is reasonably expected.

The discussion should be two-way and focus on why the employee is thought not to be performing satisfactorily, ascertaining whether the employee accepts, based on the information available, that there is a problem.

Any evidence of how the employee is not meeting the standards should be made clear and include details of any complaints/criticisms of the employee's work that you as the manager have witnessed or gained from colleagues, customers or members of the public if they exist.

The discussion should be constructive, allowing the employee to put forward suggestions/views on how performance may be improved.

Discussions should also take place about any training which would assist the employee in reaching a satisfactory level of performance.

It will also be necessary to check:

- that clear guidance or instruction has been given to the employee as to what is required of them to perform the duties of the post to a satisfactory level, and
- that adequate supervision has been provided.

At the conclusion of the first informal discussion a date should be agreed for a further review of performance. A reasonable length of time, taking into account the circumstances, should be given to allow for improvement and for any identified training needs to be put into place.

A note of the discussion should be made and retained on the employee's file and a copy of the agreed performance improvement plan (see [Appendix 1](#)) provided to the employee.

There are two possible outcomes of the review meeting:

1. The employee has improved performance to an acceptable standard, requiring no further action.
2. Insufficient improvement has been made and the matter will progress to Phase 2.

8.2 Phase 2: Support and Monitoring

8.2.1 Support

Depending on the circumstances, if for example personal difficulties are causing a problem, it may be possible to introduce temporary changes to alleviate any specific difficulties such as modification of hours, patterns of work, responsibilities, etc

Arrangements for support may also include the following:-

- Direct supervision/support from an appropriate person
- An opportunity to observe other colleagues at work within the department
- An opportunity to visit other locations/agencies to view best practice

- Attending training sessions
- Coaching and mentoring
- The provision of written guidelines, policies and procedures
- In the case of employees with a disability, an adjustment, for example the provision of equipment. (See [Reasonable Adjustments Policy](#)).

8.2.2 Monitoring

If either a significant deficiency in performance occurs or a less serious one is persistently repeated the situation will need to be monitored and reviewed to establish if an improvement takes place.

Within this informal stage it should be made clear to the employee what is expected by way of performance and the timescales in which any improvement in performance is expected. There is a need to be specific about work targets and ensure that the outcomes are measurable or include criteria for success.

The employee should be advised that the formal disciplinary procedure may be invoked if there is a failure to make the necessary improvement within an agreed timescale or where any improvement is not sustained. Time for improvement is included in this informal phase.

Performance should be monitored and assessed as objectively as possible and as frequently as appropriate. There are no defined monitoring periods but any monitoring period should be agreed bearing in mind the nature of the job and the length of time that would be considered reasonable in the circumstances.

In some cases improvement can be achievable in a matter of weeks and in other others it may be months. In the event of external scrutiny by an Employment Tribunal there will be an expectation that we, the employer, have acted reasonably and allowed for adequate time for improvement to be achieved and assessed.

Monitoring periods may be extended in certain circumstances, for example if specific training had been agreed to bring about the necessary improvement in performance which, for some reason, had not been delivered.

If an employee does not accept a problem exists then it is unlikely that a constructive response will be obtained. If this is the case it may justify shortening the monitoring period which might have otherwise been allowed to bring about an improvement.

Alternatively there may be a decision to move straight to a formal hearing.

At the end of the monitoring period there should be a review meeting from which there will be two possible outcomes;

- If performance has reached a satisfactory standard the employee should be informed that no further action will be taken, as long as the improvement continues to be sustained
- If it is thought that the required improvement in performance has not been made or is insufficient and/or is not made within the agreed timescale consideration should be given to whether or not to extend the time limit or proceed to the formal phase. Advice at this stage must be sought from the HR Case Management Team.

8.3 Phase 3: Formal Disciplinary

If attempts to resolve the matter informally have not been successful there will be a need to progress to the formal Disciplinary procedure.

To activate this stage a report must be prepared by the manager who has dealt with the informal phase. The report should recommend a disciplinary hearing on the basis of poor performance. The line manager who dealt with the informal phase should not, in the interests of natural justice, conduct any hearing at the formal phase.

The report must describe the poor performance and be specific in terms of the gap in expected performance. It must include details of any informal steps that were taken including any agreed improvement plans and timescales together with the results achieved.

It is not the role of the person preparing the report to propose any outcome. A sample report is included in [Appendix 2](#)

An appropriate senior manager will decide whether or not to accept the recommendation that a disciplinary hearing be held. If the recommendation is not accepted further informal action may be proposed.

The [Disciplinary Procedures for Misconduct](#) contains details of the hearing process and rights of appeal.

Even where the formal disciplinary procedure is used to address poor performance and disciplinary action is taken, it still may be appropriate for further training and support to be given.

Where disciplinary action is taken and improvement plans are in place the annual appraisal/review process may be suspended. The appropriate Director will decide whether or not this should take place and will consider any monitoring period and its timing when making this decision.

8.4 Phase 4: Referral to an appropriate Governing Body

Following the dismissal of an employee or the resignation of an employee in the context of a possible dismissal it is mandatory that the Council provide information to the appropriate Governing Body, if that employee is employed in an area which is governed by an external Body.

This will include the:

- General Teaching Council for Scotland in the cases of a teacher or the
- Scottish Social Services Council in the case of Social Work or SB Cares employees.

Other Governing Bodies may need to be notified dependent on the context of dismissal or potential dismissal.

9 POSSIBLE PROBLEMS

9.1 Denial by Employee of Inadequate Performance

An employee who refuses to accept that there is a performance problem will be unlikely to respond constructively to an improvement programme. It is important that at the early stages of the procedure the areas of poor performance are made clear to the employee and that these are evidenced. Where, however, despite attempts to encourage the employee to accept and respond to the shortfalls they will still not accept that a problem exists, the procedure still must be implemented.

9.2 Illness/ Disability

In some cases, performance issues may be a result of an underlying illness, medical condition or disability, for example a roadworker who suffers from arthritis, resulting in a slower pace of work.

Where the employee's performance is identified as being unsatisfactory due to illness or a disability, the manager in the first instance should meet with the employee and consider whether any reasonable adjustments could be made to resolve or alleviate the problem.

Where the performance is affected by substance abuse, reference should be made to the [Substance Misuse Policy](#).

The manager should also in, conjunction with the HR Case Management Team, consider whether Occupational Health advice should be sought on:

- whether the work is detrimental to the employee's health or well-being or
- if any modification should be made to the job (for example, in terms of hours or patterns of work, responsibilities, etc.)

It is important to identify such issues at an early stage to ensure the Council meets its obligations under the Equality Act.

Any matters related to a poor sickness absence record should be dealt with under the and not the Disciplinary Procedure.

Should an employee be absent through illness following either informal or formal phases of managing performance, monitoring of performance will be delayed and the illness will be managed in accordance with the Council's Attendance Management policy. The Line Manager must maintain contact with the employee to ascertain the nature of the absence and likely duration.

In these situations it is important to try and achieve a return to work as soon as practicable.

9.3 Redeployment

Redeployment may be considered when steps have been taken to allow the employee to improve but these have been unsuccessful. The employee will be afforded priority status interviews only where they meet the essential requirements of a new post and the post is at a similar or lower grade.

A trial period of up to a month may be offered to facilitate the change of role and training will normally be given where this can be achieved in a reasonable timeframe. The employee would then take on the terms and conditions of the new post, which would be confirmed in writing.

9.4 Poor Performance or Misconduct

A distinction must be drawn between an employee's inability to carry out work to an acceptable standard as opposed to lack of performance which is attributable to, for example, a wilful refusal to work satisfactorily or negligence. These latter issues are a matter of misconduct as opposed to poor performance and informal guidance will not normally be appropriate and will usually warrant action under the Council's [Disciplinary Procedure](#).

9.5 Incremental Salary Progression

Incremental progression through the salary scale shall be withheld where an employee fails to achieve the required performance standards.

Incremental progression must only be withheld in accordance with this Procedure within the context of formal disciplinary action and only when attempts to train and provide support to the employee have failed.

10 USEFUL TIPS

10.1 Exploring the Gap in Performance

The employee must be given the opportunity to comment, express views or offer explanation

It must not be assumed that the employee is at fault for their poor performance. Care must be taken to establish whether or not there are problems or circumstances either within or outwith the workplace that are causing the poor performance. Managers are expected to create an environment of trust in which such matters can be discussed and rectified. Discussions should be non-threatening and the situation should be approached from a problem solving perspective. The discussion should be shaped towards agreeing an action plan.

Consideration should be given to any organisational or procedural difficulties that may be impeding an employee's performance. Assumptions should not be made that the employee is necessarily wrong. There may be an opportunity to review procedure that will make something easier to achieve.

The possibility that performance issues may arise from misunderstandings due to ethnic/cultural/gender or other issues must also be explored, where relevant, and the problems resolved. The manager must ensure that their own assumptions about working practices are not discriminatory. Reference should be made to the Council's , Equality, Diversity and Human Rights Policy and further guidance may be obtained from the HR Case Management Team or the HR Equality & Diversity Officer ..

Where the employee's unsatisfactory performance is identified as being due to a lack of the required skills, the manager should identify, in consultation with the employee, whether any training, support and/or other assistance could help the employee to improve sufficiently.

If an employee feels that their performance problem is being caused by the manager, they should be advised to refer the matter to a more senior manager and, only if that is not appropriate, the employee should be referred to the HR Case Management Team.. The employee should be made aware of the Council's Dignity and Respect in the Workplace Policy

10.2 Conducting Meetings

10.2.1 Meeting Checklist

- Conduct the discussion in private, free from interruption .
- Encourage the employee to describe the problems.
- Probe the employee with open-ended questions and listen carefully to any explanation offered.
- Be alert to factors possibly contributing to the problem(s) – examples include relationships with colleagues, fears of inadequacy or failure, insufficient supervision or training, domestic problems.

- Shape the discussion so that the real problem(s) is/are unearthed, the contributing factors are explored, solutions are identified and discussed and a plan of action is developed and agreed to help the employee overcome the problem.

At the conclusion of this discussion where a problem is evident the manager should ensure that standards and objectives are set and agreement on monitoring is reached

10.2.2 Open Questions

It will help if open questions are asked. Examples of these might be:-

- How do you think you are doing in your job?
- What are the aspects of it that you feel are going well?
- What parts do you feel are going less well?
- Have you had any particular difficulties of late?
- Why did you think you found things difficult?

It must be remembered there may be many explanations for the way something was done. In order to better understand a situation facts should be teased out. For example:-

“Yesterday I saw that you were..... Could you explain how that came about?”

Employees should be encouraged to talk. If concerns exist the employee may identify them for themselves.

By taking this more open approach it is more likely to lead to a discussion about what happened and why a particular course of action was taken. If it is felt that the action was inappropriate the employee should be given a clear explanation as to why and suggestions on how the situation ought to have been dealt with.

If something needs to be raised for the first time the employee should know that their side of the story is considered important. If the employee is approached in an aggressive manner it may be perceived that they are being blamed and that judgements have already been made.

10.3 Training Provision

As part of the process of achieving improvements in performance, the provision of training is important. This is not always about formal training courses but also includes coaching, work-shadowing and private study.

However, training will not be reasonable in every case. If for example an employee has just completed a formal training course it may be impractical to arrange a second attendance.

The decision of what is or is not reasonable and appropriate training must be based on the requirements of the role and the skills/knowledge needed to perform the role. Where relevant training has not been offered to an employee then the line manager has a duty to provide training. This should be agreed and detailed in the improvement plan.

If training is requested by the employee but the line manager considers it inappropriate, irrelevant or unreasonable then the reasons for refusal must be clearly explained to the employee.

10.4 Checklist for Good Work Performance

- Ensure standards are set and reflected in the Recruitment Profile and Person Specification
- Ensure the recruitment and selection procedures are followed to ensure the best candidate is selected

- Give a thorough induction to the new employee- whether recruited internally or externally
- Consider any changes to role that might help address a drop in performance
- Raise any concerns as soon as possible
- Allow the employee to explain their own perceptions
- Consider if personal problems are impacting on performance at work
- Ensure the employee is clear about expected standards
- Consider training and coaching and any additional support
- Set suitable timescales for improvement
- Monitor and review
- Take further action if the improvement does not happen or is not sustained
- Consider reasonable adjustments for employees that have declared their disability
- Seek advice from the HR Case Management Team if difficulties in managing performance are encountered.

11 IMPLEMENTATION, MONITORING AND REVIEW

- 11.1** The outcomes of this Policy will be reviewed at least every two years. If any trends emerge these will be analysed and appropriate steps taken, potentially including a full review of the policy.
- 11.2** Additionally, as a minimum an impact assessment of the policy will be carried out every two years in accordance with the Council's HR Policy Review programme or as required by legislative requirements in order that the Policy remains relevant and fit for purpose.

APPENDIX. 1

PERFORMANCE IMPROVEMENT PROGRAMME	
Employee Name	Line manager name
Job Title	Job Title
Department	Location
Confirmation of required standards- include SMART objectives	
Details of any agreed Assistance/Support/Training	
Monitoring arrangements	
Agreed review date	
Employee Signature	Line manager signature
Date	Date
A copy of this programme should be given to the employee for retention.	

APPENDIX 2

PRIVATE AND CONFIDENTIAL

DEPARTMENT

REPORT ON POOR PERFORMANCE

Relating to

Report to:

Report from:

CONTENTS

REPORT

- 1.0 Introduction
- 2.0 Background
- 3.0 Specifics
- 4.0 Conclusion

Appendix 1 Disciplinary Procedures for Misconduct

Appendix 2 (if required)

1 INTRODUCTION

This is a report relating to:-

Name:

Job Title:

Grade:

Salary/Wage:

Contracted hours:

Age:

Years in post:

Total SBC service:

2. BACKGROUND

Example

Include general details regarding performance and steps already taken including monitoring support and guidance.

3. SPECIFICS

Identify the gap in performance stating

- What standard of performance is expected
- How this has been communicated to the employee
- What is the gap in performance
- Confirmation that employee aware of this next formal stage

4. CONCLUSIONS

General

Specific

Signature:

Date: