

## Live Active Leisure

### PERFORMANCE IMPROVEMENT

#### INTRODUCTION

The Performance Improvement Policy is designed to provide an ongoing dialogue between **Our People** and their managers to discuss; job responsibilities; performance against set objectives; performance improvement areas; and career planning and professional development plans.

This policy is designed to ensure that cases of under-performance are dealt with consistently and fairly, with the prime objective of improving an individual's performance to the required level.

**Our People** have a contractual responsibility to perform their duties to an acceptable standard and should be given all reasonable support and encouragement to do so.

Managers have an ongoing responsibility to ensure that standards of performance are explained and understood by their staff.

Performance Appraisal Reviews are conducted at least once a year and consists of a 1:1 review with an employee and their line manager.

On a more frequent basis the Company strongly advocates that employees and managers conduct interim 1:1 meetings. This provides an opportunity for there to be free flowing dialogue between employee and manager on any work related issues.

#### *Note*

*The Performance Improvement Policy is separate to annual Performance Appraisal Reviews process but information / outcomes will be shared*

#### PURPOSE

Situations can occur where an employee's overall performance is below acceptable performance standards due to a lack of capability or competence rather than deliberate non-compliance with the required performance standards. Such situations may arise as a result of;

- Organisational Change
- Change of job content
- Employee being redeployed or promoted
- Lack of training
- Lack of understanding of role and remit
- Personal factors affecting performance
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The Performance Improvement Policy is appropriate in cases where the employee is lacking in some areas of knowledge, skill or ability and, as a result, is unable to carry out their duties to the required performance standard.

Employees who are not meeting the performance standards necessary to fulfill their role may be placed on a Performance Improvement Programme (PIP) and reviewed against this. The use and length of this PIP will depend on the severity of the performance issue and can be adapted as necessary. The Company would expect that most performance issues would be successfully addressed through the PIP.

Depending on the nature of the performance issue or where the PIP is not achieving the required results, managers should use the Formal Performance Management Procedure set out below.

The Line Manager should have an initial informal meeting with the employee to attempt to address any issue, before the commencement of the formal procedure of this policy.

The aim of Performance Improvement policy is to;

- Provide a fair and consistent procedure for dealing with performance issues
- Ensure employees understand the performance standards expected of them
- Assist the Company to operate effectively
- Assist employees to improve their performance and reach an acceptable performance standard wherever possible by providing relevant support and training

## NOTIFICATION

At the start of the performance proceedings, the Company will inform the employee in writing of all performance issues and invite them to attend a hearing to discuss these issues. This letter will be sent to the employee by their direct manager. The Human Resources Department will provide guidance and general advice as required and if requested or required, will be in attendance at any stage of the process.

## RIGHT TO BE ACCOMPANIED

At any formal performance meeting an employee is entitled to be accompanied by either of the following:

- A Work Colleague
- A Certified Trade Union Official

The accompanying individual will be entitled to speak at the hearing, but only under special circumstances will they be able to answer questions on behalf of the employee.

If a work colleague or Trade Union Official is not available at short notice, the hearing may be delayed for up to 5 working days.

## Stages of the Performance Procedure

A performance hearing will be held between the employee, their manager and another member of the management team (this may be a representative from HR where there are no other available managers) to discuss the performance issues detailed in the letter. The employee may be accompanied, as stated above. During the meeting, both employee and manager have the opportunity to discuss the issues and present their points of view. Once this meeting is concluded, the manager will adjourn to reach a decision regarding an appropriate sanction.

It is possible that, as a result of the meeting, the manager decides that the issue is not severe enough to warrant a formal sanction. However, if this is not the case there are 3 possible sanctions under the Performance Management system:

- First Warning
- Final Warning
- Dismissal

Please note however, the Company may impose a sanction at any stage, depending on the seriousness of the performance issues and the outcome of the meeting.

Before any warnings are given a performance hearing will take place at which time the employee will have the opportunity to answer the allegations and to raise any issues they believe are relevant to their situation.

## First Warning

In the event of unsatisfactory performance, the employee will be informed that their performance is expected to improve to an agreed standard within a specified time scale. Specific objectives will be given to establish the accepted standard. The employee's performance will be reviewed on a regular basis by their manager. A Performance Improvement Programme will be put in place and a record kept on the employee's personal file.

At an agreed timescale there will be additional meetings between the manager and the employee to review performance. If there has been an improvement on their performance then they will be taken off of the improvement programme, if performance continues at an acceptable level, the employee's performance will be revisited during the next performance review.

The outcome of this meeting will be confirmed to the employee in writing, and will be held on the employee's file for 6 months.

### Final Warning

If there has been no improvement in the employee's performance; performance levels have fallen further or in the case of serious performance issues, a final written warning will be issued.

In the case where an employee has been issued a first warning and there has been no improvement in performance, the manager will hold a further hearing with the employee, carried out in the presence of a Human Resources representative.

Depending on the results of this hearing, the manager may decide to extend the improvement programme against a new and agreed timescale and revise objectives. The employee will be informed that their performance will be continuously reviewed, and that further unsatisfactory performance or failure to meet the new objectives may result in dismissal.

The outcome of this meeting will be confirmed to the employee in writing, and will be held on the employee's file, for 12 months.

### Dismissal

Continued unsatisfactory performance will result in a final performance hearing with the employee's line manager, in the presence of the HR & Administration Manager or nominated officer. After thorough consideration of the facts if it is decided that the employee has failed to meet agreed performance standards and objectives, the decision will be taken to dismiss. The employee will receive confirmation of the reason in writing within fourteen calendar days effective as of the date of dismissal.

Where action other than dismissal is taken, the employee will be warned that further unsatisfactory performance will result in the procedure being re-invoked at any stage.

### Right of Appeal

If an employee wishes to appeal against any performance related action, they may do so within seven days, outlining the reason for the appeal. The appeal must be in writing, stating the grounds for appeal and should be sent to the HR & Administration Manager.

Once received, the HR & Administration Manager will arrange for the appropriate personnel to hear the appeal.

This policy and its contents do not constitute part of your employment contract.