

PERFORMANCE IMPROVEMENT PROCEDURE

Outline for Managers

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Introduction

This procedure can be used when a Team Member's performance has been identified as falling below an acceptable level. The purpose of this procedure is to provide a framework for resolving the issue, ideally through the improvement of the Team Member's performance.

As a last resort, the procedure specifies the circumstances in which the Team Member may be dismissed on the grounds of capability due to their performance not being at the standard which we require. On the basis that ultimately this process may end in the termination of someone's employment it is imperative that this process is followed closely, and Team Members are given any support and training required in order to improve their performance, as required.

Please note, if the Team Member has less than two years of continuous service, please seek further advice before proceeding.

Informal Discussion

If you believe there to be issues with a Team Member's performance the first step is to sit down with them and have an informal chat. You do not need to give the Team Member any prior warning of this meeting, but you can if you wish. In this discussion you should cover:

- Specific examples of where you feel their performance does not meet the required standards you expect
- Establish if there are any reasons for this, both inside and outside of work if applicable
- Establish if they have any training requirements
- Ask if there is anything you can do to assist and support them
- Agree a timeframe for a follow up discussion to review - 4 weeks is the optimum timeframe
- Ensure that you are clear with them of your expectations and where you would like to see improvement. Be specific and ensure they understand what you are asking of them

If the Team Member's performance improves following your discussion, then make them aware of this in the review meeting and give them positive feedback. The issue can be closed, however be aware that someone's performance can pick up for a month and then fall back into old habits, so keep an awareness of performance over time.

If there has been no significant improvement and you still feel that they are not achieving the required standard, you should progress to Stage 1 of the Formal Process as outlined below.

Stage 1 – Formal Process

At this stage the formal process will begin.

- You should now arrange a formal performance management discussion with the Team Member.
- Please record the discussion on the separate 'Performance Improvement Plan – Objectives and Review Form'.
- At the meeting you should cover the areas of performance that are not at the standard you require, what your expectations are and improvements that are required and then should set objectives with the Team Member. These objectives should be Specific, Measurable, Achievable, Realistic and Time-bound.
- 8 weeks is a reasonable timeframe for someone to make an improvement.

GET IN TOUCH

If you have any questions, or would like further support, please get in touch with Katie Dunn or Katie Bremner by calling 0141 221 2984 or by email at clubshr@aab.uk.

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Stage 1 – Formal Process

Ask the Team Member to sign the form at the end of the meeting to show their agreement in aiming to achieve the objectives. It may seem obvious but if you have offered assistance or training to the Team Member to assist them in achieving their objectives, you should be sure to action this.

During the 8-week review period, you should aim to meet the Team Member at least once, at around the four week point but with some Team Members a weekly or fortnightly review may be more appropriate.

At the end of the 8-week period, arrange a review meeting and use the second section of the form to record this discussion.

- If you have seen an improvement in their performance and are confident that they have need sustainable changes to their work, then you can close the process here. Congratulate them on their efforts and advise that you are pleased they have turned things around.
- If their performance has not improved, please seek advice in progressing to a formal disciplinary hearing. You will chair the hearing, and a note-taker should be present.

The outcome of this disciplinary hearing is likely to be a first written warning, unless the Team Member can advise of mitigating circumstances during the hearing that have stopped them from achieving their set objectives. You should not pre-judge an outcome, and after the meeting you should seek advice on issuing the warning you wish to give them.

The Team Member has the right to appeal any disciplinary outcome.

Stage 2 – Formal Process

Where stage 1 does not lead to a satisfactory improvement in the Team Member's performance, you repeat the process for a second time.

The 'Performance Improvement Plan – Objectives and Review Form' is designed to be a rolling document, so once you have completed page one and two in Stage 1, you complete the steps in Stage 2.

Again, if the Team Member's performance has improved to an acceptable level then you can bring the process to a close.

If not, then the Team Member should be invited to another disciplinary hearing. If the outcome of Stage 1 was for them to receive a first written warning, then the next level of warning is a final written warning. Again, you should hold the meeting and establish why they are not meeting their objectives and make your decision based on the facts you have. The Team Member will once again have the right to appeal the disciplinary outcome.

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Stage 3 – Formal Process

If there has not been an improvement in Stage 2, then you repeat the process again for a third and final time. Use the 'Performance Improvement Plan – Objectives and Review Form' once more, and if there has been an improvement the process ends (however their existing warning is live for 12 months) but if not, then again they should be invited to a disciplinary hearing.

If the Team Member has a live final written warning on file, then the next step would be to terminate their employment with notice. The Team Member can appeal their dismissal, and you should seek advice in handling this process.

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