

Managing for Improved Performance

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Services	Applicable
Trust wide	X
Mental Health and LD	
Community Health Services	

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1. Policy Statement

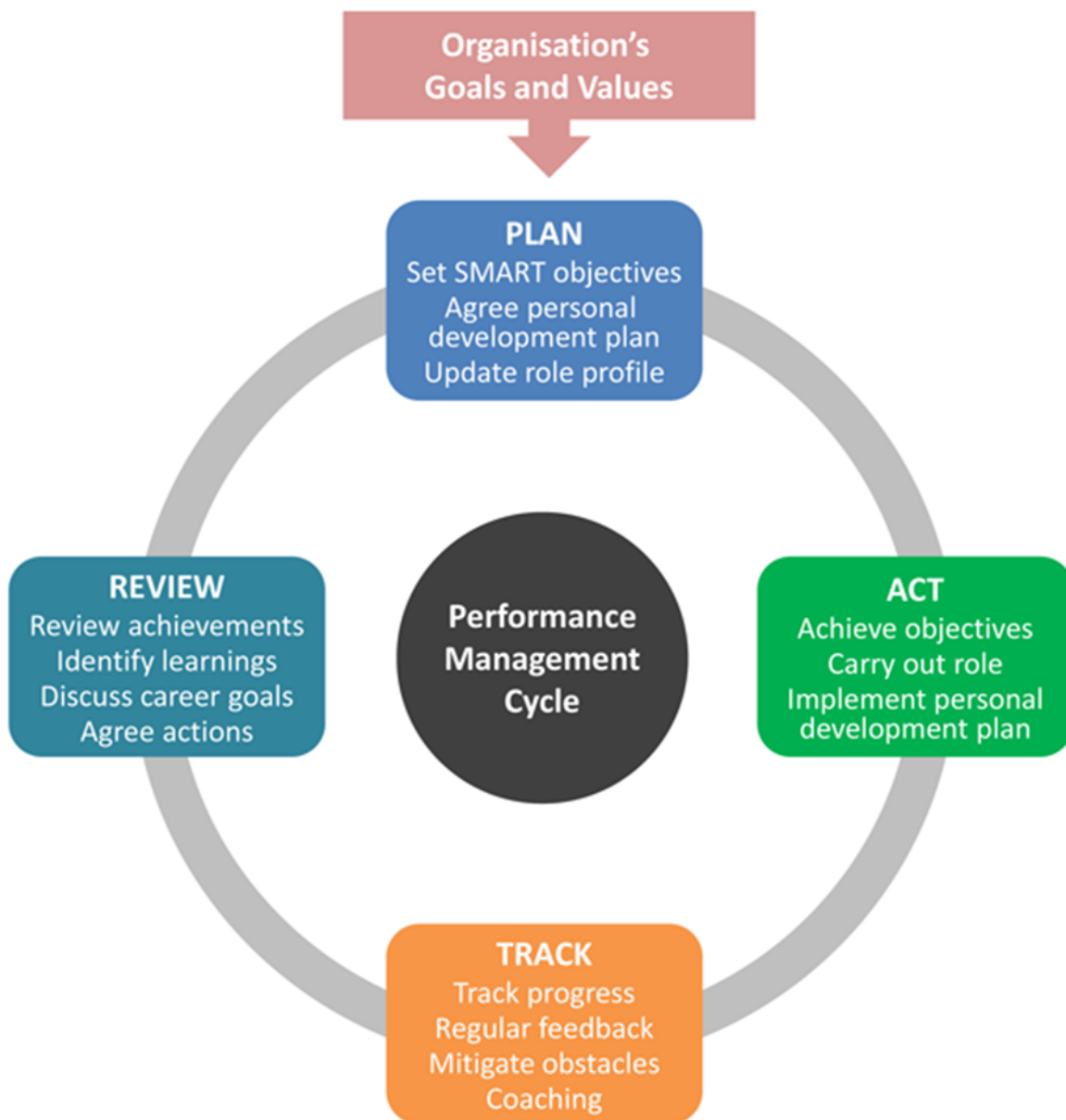
- 1.1. It is the aim of East London Foundation NHS Trust (herein referred to as 'the Trust') to ensure that all employees are treated in a fair and equitable manner.
- 1.2. To deliver a high-quality service, all employees are expected to perform the duties of their post to an acceptable standard in accordance with the nature and grade of their role and accepted local and national targets.
- 1.3. Capability, in relation to undertaking a job role, is defined as 'being able and competent to perform to a required standard. These standards may be laid down in the Job Description for the post and/or are determined in accordance with the employee's contractual obligations.
- 1.4. This Policy and Procedure is designed to ensure that all staff have the support systems in place to develop them in their knowledge, skill, or ability, to carry out the required duties of their role to an acceptable standard. It also outlines the process to be followed if someone is unable to carry out their duties to the required standard, even after the required support in their performance and development has been given.
- 1.5. Where an employee is not performing in accordance with the required standards, they will be offered support, encouragement, guidance and, if necessary, training to improve their work performance.
- 1.6. The Policy applies where there is a genuine lack of capability, rather than a deliberate failure on the part of the employee to perform to the required standard. In the event of deliberate failure by the employee to perform to the required standard the matter will be dealt with as a conduct matter under the Trust's Disciplinary Policy and Procedure. Nothing, however, in this policy is intended to prevent the normal process of supervision, allocation of work by management, monitoring of performance, drawing attention to errors and, as importantly, highlighting work done well.
- 1.7. This policy is not intended to be used for the management of ill-health or long-term chronic conditions. In such circumstances the Trust's Managing Sickness and Absence policy and procedure should be utilised.

2. Scope of Policy

- 2.1. This procedure is applicable for all staff groups directly employed by the Trust, regardless of length of service or type of contract (that is, substantive, fixed term, bank) unless specified by their terms and conditions of service. Medical staff fall under this policy alongside the requirements of the Trust's Staff Performance Improvement Policy and Procedure as set out in the Maintaining High Professional Standards in the Modern NHS (MHPS) which includes taking advice from the Practitioner Performance Advice (PPA – formally NCAS) for capability cases.
- 2.2. Individuals engaged by independent contractors providing a contracted service to the Trust are excluded from this policy.

3. Principles

- 3.1. Performance management is the continuous cycle of improving performance by setting individual and team goals which align to the strategic goals, and values of the Trust, planning performance to achieve the goals, reviewing and assessing progress and developing knowledge, skills and abilities of people.
- 3.2. This Policy will ensure that everyone is given the support they need to fulfil their role, with clear and realistic objectives that are reviewed regularly, development opportunities are identified and a plan on how and when the objectives and development requirements are met, and that performance issues are dealt with in a fair and consistent manner. The Policy provides for:
- Assistance to employees to improve performance wherever possible when opportunities have been identified
 - Firm but fair consistent means of dealing with poor performance without recourse for disciplinary action
 - A means of solving performance issues where improvement in the current job has proved impossible
- 3.3. When managing staff every line manager should ensure that their staff receive the following:
- a clear Job Description that reflects the role they are required to perform
 - Initial objectives to be set
 - a clear Personal Development Plan
 - an annual appraisal
 - regular supervision/1:1's
 - Schedule regular time to work on their objectives and PDP's
 - Frequent and effective feedback should be given to coach and help overcome challenges and identify opportunities for learning and performance improvement
- 3.4. It is expected that if issues arise around an employee's performance, these should be addressed at the earliest opportunity through supervision or 1:1's by the employee's direct line manager. Early intervention when poor performance is identified should be encouraged enabling a supportive approach to be taken. In cases like these, the employee must be fully aware of the performance issues and the standards that need to be met. Line managers should seek to establish the type of support that can be offered to assist the employee in reaching the desired performance level. The following types of support may be considered useful:
- time out to concentrate on certain aspects of poor performance
 - shadowing other members of staff
 - increased supervision
 - training courses or apprenticeships
 - mentoring

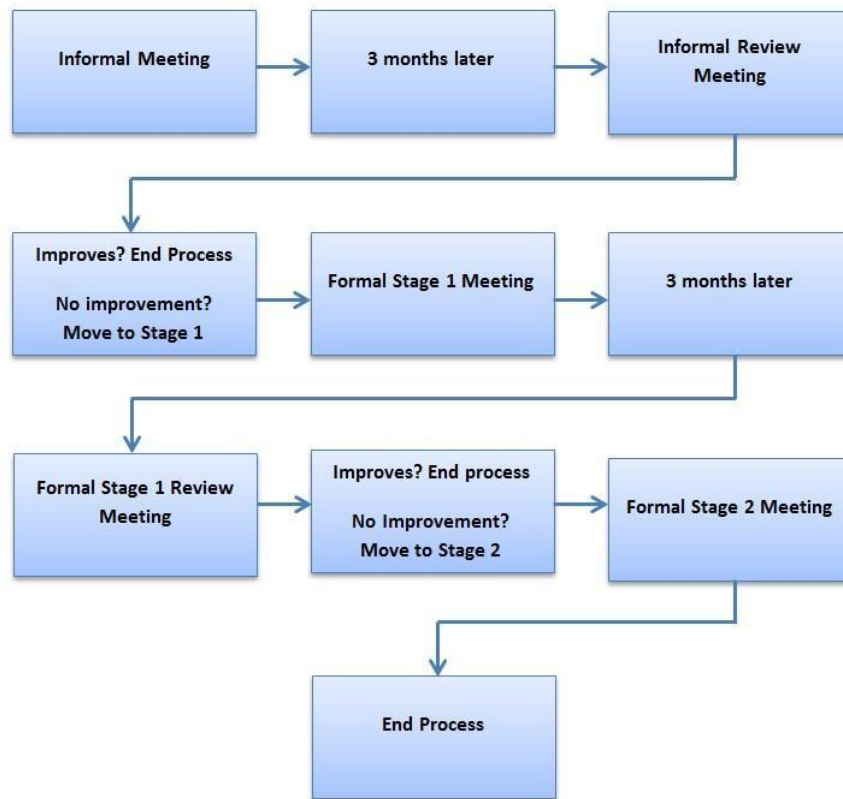


Armstrong K & Ward, 2005

4. Maintaining Records

- 4.1. Records of supervision should be kept, in accordance with the Trust's Supervision policy.
- 4.2. Records should be kept of all informal and formal stages of this policy. This includes notes of meetings, letters of outcome and performance improvement plans.

Procedure for Managing for Improved Performance



- 4.3. The procedure allows that at the end of each informal or formal meeting a monitoring period will be set up to give the employee the opportunity, along with the support offered, to improve their performance. It is deemed reasonable that three months is a satisfactory period for an individual to improve their performance. Only in exceptional circumstances would the monitoring period be set for a longer period or extended.
- 4.4. At the end of each informal or formal monitoring period a review meeting will be held with the employee to discuss if the required improvement in performance has been achieved. At this meeting, the line manager will assess if the objectives set, and targets have been met. If the employee's performance has achieved the desired improvement the employee will be appraised of this situation and informed that their performance will no longer be under review. Alternatively, if they have not reached the desired improvement then the next stage of the procedure will be instated.
- 4.5. In circumstances where the member of staff achieves the desired improvement during the monitoring period but then performance deteriorates further following this, consideration may be given to whether this should be dealt with as a conduct issue or whether the Managing for Improved Performance process should be reinstated at the point it was closed.

5. Informal stage

- 5.1. In most cases addressing performance issues during supervision will be enough to lead to the necessary improvement in performance. However, in some cases a more structured approach may be necessary.
- 5.2. If a line manager has concerns about an employee's performance, an informal meeting between them and the employee should be held first. This meeting will focus on the performance issues and how these can best be overcome to lead to necessary improvements in performance. Usually, the content of this meeting will not be a surprise to the employee as most of the issues would have already been raised during supervision. This meeting will also look at what type of support can be offered to assist the employee in improving their performance. The line manager should try to ascertain if the employee accepts that there is a problem and if so if they will respond positively to constructive support and assistance.
- 5.3. The meeting should try to unearth as many aspects of the performance problem, as necessary. This will require a sensitive approach free from interruption. The manager should give the employee their undivided attention and as much time as is necessary to establish and convey the issues surrounding the performance problem.

Content of the informal meeting

- 5.4. The manager should:
 - Explain the performance issues they perceive. If possible, this should be supported by any other documentation or information gathered e.g. accounts from other members of staff, patients or visitors, examples of poor written documentation, examples of unmet deadlines etc.
 - Encourage the individual to describe the situation from their perspective
 - Be alert to persuade the individual to elaborate on generalities that may conceal details of the problem
 - Ask the employee if there are any contributing factors e.g. relationships with colleagues, insufficient training, domestic/health reasons which may be contributing to the poor performance. Consideration can then be given to whether it is appropriate to deal with these issues under a different policy, for example in the case of health issues the Managing Sickness Absence Policy may be appropriate.
 - Ensure pertinent questions are not evaded by the employee
 - Highlight possible solutions to the performance issues, including development opportunities, apprenticeships, on the job training, mentoring
 - Draw up an action plan, in collaboration with the member of staff, on how to address the performance issues. For this the template performance improvement plan at appendix C can be used.
 - Discuss timeframes for achieving certain standards or goals
 - Provide the employee with other means of support

Concluding the informal meeting

- 5.5. Towards the end of the informal meeting the manager will need to explain to the individual that they will expect to see a marked improvement in performance

and set a realistic timeframe for when they expect a satisfactory improvement in performance to be achieved by. As part of this, SMART objectives are expected to be set. In most cases a three-month monitoring period will be enough to judge whether the performance has improved or not. It is imperative that the manager also explains that if a satisfactory level of performance is not achieved within the required timescale that this may result in the formal stages of the Managing for Improved Performance Policy and Procedure being instigated which could ultimately lead to dismissal. The details of this meeting will be confirmed in writing to the employee within 5 working days of the meeting.

Informal review meeting

- 5.6. Once the informal monitoring period has been completed the manager will hold an informal review meeting. The purpose of this meeting is for the line manager to assess whether the required improvement has been met and to decide what action needs to be taken next.

These may include:

1) *Satisfactory improvement of performance – no further action to be taken.* The manager will need to meet with the employee to explain to them that their performance has improved to a satisfactory level and that they do not envisage any concerns about their performance soon. The monitoring period will cease, and the details of the meeting will be communicated to the employee in writing within 5 working days.

2) *Some improvement of performance – extension of monitoring period.* In some cases, there may be a slight improvement in the employees' performance but not enough to meet the required standards originally laid down at the informal meeting. However, the manager may feel that given more time the employees' performance may improve and may wish to extend the monitoring period for a further month rather than instigating formal action. This will be explained to the employee in the review meeting highlighting the achievements made and what support may be offered to assist with the continued improvement. The employee will also need to be informed that whilst there has been some improvement and formal action is not a requirement at this stage, should the performance not continue to improve to reach the required standards over the following month or agreed period formal action may be taken. The details of the review meeting should be communicated to the employee in writing, stating what the required improvements are, the date by which the required improvement is expected and the consequences of not reaching the required standards.

3) *Little or no improvement – proceed to formal action.* If, following the review of the employee's performance, there has been little, or no improvement, more formal action can be taken under formal stage one of the procedure. An alternative to this is to look at redeployment or demotion, giving the employee a choice to look at an alternative role that they would be comfortable with and better suited to. An apprenticeship or secondment opportunity could also be investigated, to see if there would be an alternative role the employee is keen on undertaking but needs additional development for, and whether there is an opportunity to fulfill as a trainee. For the redeployment process please refer to the Redeployment Policy.

6. Representation

- 6.1. The employee has the right to be represented at all formal meetings held under this policy and procedure by a representative from a recognised trade union (please see Trust Recognition and Procedural Agreement for recognised Unions) or accompanied by a work colleague. Friends or ex-work colleagues will not be allowed to accompany staff to these meetings.
- 6.2. The employee will be responsible for forwarding any relevant paperwork to their representative. The employee should also provide their line manager with the details of their representative, so they can be included in any relevant correspondence.
- 6.3. It is expected that informal stages of the procedure take place without representation. However, should an employee request to be accompanied at a meeting before the formal stages of the procedure, the Trust will consider this.

7. Formal Stage 1

- 7.1. Where an employee is failing to perform to an acceptable standard, despite having been given informal guidance and support, a formal meeting under stage 1 of the procedure will be arranged with the employee by the linemanager. The employee will be given at least five working days' notice of this meeting. The line manager will be supported by a representative from People & Culture and the employee will be entitled to representation.
- 7.2. The purpose of the meeting will be to discuss where the performance is unsatisfactory and to discuss any support that has been offered to assist the employee in improving their performance during the informal monitoring period. The line manager will also discuss with the employee if any further support or assistance can be offered.
- 7.3. The written invitation to the formal stage one meeting will include the following details:
 - The policy and stage the meeting will be held under
 - Clear details of the shortfall of performance
 - All the necessary supporting documentation
 - Details of any informal discussions
 - The right to representation
 - That a representative from People & Culture will also be present at the meeting

Content of the Formal Stage 1 Meeting

- 7.4. The manager should:
 - Discuss the areas where the performance continues to be unsatisfactory
 - Discuss the previous informal action and support offered prior to the formal meeting. This will include support offered during initial supervision and throughout the informal monitoring period
 - Outline the improvement in performance that is required and how this will be measured
 - Encourage the staff member to respond to the above points and to

explain any difficulties they may have experienced or envisage experiencing during the course of the further monitoring period.

- Draw up a formal performance improvement action plan, in collaboration with the member of staff, to be followed in addressing the performance issues with timescales by which they should be achieved. For this the template performance improvement plan at appendix C can be used.
- Set a date that the performance will be reviewed i.e. the stage one review meeting

Concluding the Formal Stage 1 meeting

- 7.5. Towards the end of the Formal Stage 1 meeting the manager should explain to the individual that they will expect to see a marked improvement in performance and set a realistic timeframe for when they expect a satisfactory improvement in performance to be achieved by. In most cases a three-month monitoring period will be enough to judge whether the performance has improved or not. It is imperative that the manager also explains that if a satisfactory level of performance is not achieved within the required timescale that this may result in Stage 2 of the Managing for Improved Performance Policy and Procedure being instigated which could ultimately lead to dismissal. The details of this meeting will be confirmed in writing to the employee within 5 working days of the meeting. This letter will be placed on the employee's personnel file.

Formal Stage One Review Meeting

- 7.6. Once the Formal Stage One monitoring period is completed, the manager will hold a Formal Stage One review meeting. The purpose of this meeting is for the line manager to assess whether the required improvement has been made and to decide what action needs to be taken next.

These may include:

- 7.7. 1) *Satisfactory improvement in performance – no further action to be taken.* If at the review meeting the employee's performance has reached the desired improvement, they will be appraised of this situation. A letter confirming this meeting's details will be sent to the employee within five working days of the review meeting.
- 7.8. 2) *Some improvement of performance – extension of monitoring period.* If at the review meeting the employees' performance has improved a little but not sufficiently enough to meet the standards set at stage one the manager may wish to extend the review period for a further month. The manager will need to explain this to the employee at the review meeting and inform them of the expected improvement in their performance. The employee must also be informed of the consequences of failing to achieve the required improvement in performance in this timeframe and that this may result in formal action being taken at stage 2 of the procedure which could ultimately lead to dismissal.
- 7.9. 3) *Little or no improvement – proceed to formal stage two.* If, following the review of the employee's performance, there has been little, or no improvement, more formal action should be taken under stage two of the procedure. Again, at this stage, redeployment, re-training for a more suitable role, or demotion should be looked at with the employee.

Formal Stage 2

- 7.10. Where an employee is continuing to fail to perform to an acceptable standard, despite having been given guidance and support at both the informal stage and formal stage 1 of the Managing for Improved Performance policy and procedure, a meeting under stage 2 of the Managing for Improved Performance Policy and Procedure will be arranged. The employee will be given at least five working days' notice of this meeting. The line manager will be supported by a representative from People & Culture Department and the employee will be entitled to representation.

The purpose of the meeting will be to discuss where the performance is unsatisfactory and to discuss any support that has been offered to assist the employee in improving their performance during both the informal and formal monitoring periods. At this meeting, a decision will be made that may result in permanent redeployment, demotion, or dismissal of the employee. Therefore, the Formal Stage 2 hearing will be chaired by a manager with the authority to dismiss and they will be assisted by a representative from People & Culture

- 7.11. The invitation to the meeting will include the following details:
- The policy and stage the meeting will be held under
 - Clear details of the shortfall of performance
 - All the necessary supporting documentation
 - Details of any informal/formal discussions
 - The right to representation
 - The names of the chair and P&C representative on the panel
 - That the line manager and their P&C representative will be present
 - That the meeting may result in redeployment, demotion, or dismissal

Content of Formal Stage 2 meeting

- 7.12. The employee's line manager will attend and present a management case and may be assisted by a P&C representative. The presentation will include the following:
- A chronology of the events and summary of the performance management process followed, including details of all meetings and reviews
 - Details of the performance standards not being met
 - Action and support offered prior to the formal meeting and at stage one of the formal procedure. This will include support offered during initial supervision and throughout the informal and formal monitoring period
 - The impact of the unsatisfactory performance
- 7.13. The employee shall have the right to respond to all the information presented and to explain any difficulties they may have experienced during the monitoring period and put forward any other matters they wish the chairperson to hear.
- 7.14. It may be felt appropriate at this stage to also discuss formal career counselling via the Trust Employee Assistance Programme.
- 7.15. The chair will hear all the information and where satisfactory performance has not been achieved, the chair will decide on the most appropriate course of action:
- Permanent redeployment to another position within the Trust
 - Demotion

- Termination of contract with the Trust

8. Possible Outcomes at Formal Stage 2

Permanent Redeployment

- 8.1. Permanent redeployment will be considered where it is felt that the employee may benefit from another role within the Trust and may be able to perform this to the required level. The Chair would have made this judgement based on all the facts presented to them at the final meeting and throughout discussion at this meeting with the employees' line manager and their People and Culture representative.
- 8.2. In such circumstances, permanent redeployment will be sought, subject to available suitable alternative vacancies:
- It is normally sought for 6 weeks but can be longer if discussed with the employee earlier in the process.
 - Will be subject to an informal interview (or a ring-fenced interview if other 'at risk' candidates exist).
 - It is offered on a four-week satisfactory performance trial basis.
 - If redeployment to another position within the Trust can be accommodated the employee will be informed of this in writing and the current line manager will be responsible for completing the change form detailing the change in post and possible change in grade.
 - Where the redeployment is to a post of a lower grade the new post would not attract protection of salary of earnings and will be subject to the terms and conditions of that post.
 - May be refused by the individual, but refusal of what is deemed 'suitable' redeployment may lead to dismissal on the grounds of capability where there are no other options.
- 8.3. The Trust will endeavour to seek an alternative post for redeployment for a period of 6 weeks from the date of the decision. If a post cannot be found that is deemed suitable, a Stage 2 review hearing will be convened, and the redeployment search will be discussed, and the employee may be given notice of dismissal. As before, this meeting will be chaired by a manager with the authority to dismiss and they will be supported by a People and Culture Representative. The Chair may wish to decide to pay the employee payment in lieu of notice if they so desire. A letter confirming this will be sent to the employee within 5 working days from the date of the decision.

Demotion

- 8.4. In some cases, the Chair may decide that whilst the employee is not able to perform at the level required in their existing post that they may be able to fulfil the role of a similar post at a lower grade. This post will have less responsibility and will require lower-level skills and abilities to perform the role to a satisfactory level. This decision will be made based on all the evidence presented at the meeting and in conjunction with advice from the People and Culture representative. The Chair will need to discuss with the employee's manager if this arrangement can be accommodated within the existing service or if another post within the Trust would need to be considered and therefore permanent redeployment (as outlined above) would be considered. A letter confirming the

decision will be sent to the employee within 5 working days from the date of the decision. No pay protection would apply in this circumstance.

Dismissal

- 8.5. In cases where redeployment is not considered an adequate option, where the employee turns down a suitable post for redeployment or demotion, or where there are no possible suitable posts for redeployment or demotion, the employee will be dismissed on the grounds of capability with appropriate notice or pay in lieu of notice. When contemplating this decision, the Chair should have considered redeployment or demotion and have good reasons for not selecting one of these alternatives. The reason for dismissal should be laid down in the letter confirming the decision. The employee will be given notice of dismissal or be given payment in lieu of notice. The employee will be advised in writing of the decision within five working days of the formal meeting.

The letter of outcome will include:

- The reason for dismissal
- The date of dismissal
- Any administrative or financial arrangements
- To whom and within what timeframe any appeal should be made

- 8.6. A copy of the letter will be placed on the employee's file and a termination form will be completed by the line manager.

9. Appeals Process

- 9.1. The right to appeal exists at all formal stages of the procedure.
- 9.2. An employee who wishes to lodge an appeal against a decision made at Stage 1 should write to their next-in-line manager within 15 working days from the date of the decision made following the formal stage 1 meeting. The right of appeal and whom to address the appeal should therefore be included in the stage one outcome letter. This manager along with a People Relations Adviser will convene a meeting with the line manager and employee to discuss and review all the information available leading to the decision at stage 1 and will inform the individual of the outcome of the appeal within 5 working days of the meeting.
- 9.3. For an employee who wishes to lodge an appeal against a decision made at Stage 2 the employee must complete a notification of appeal form (appendix D) and submit this to the Chief People Officer within 15 working days of the date of the letter confirming the outcome of the meeting. The appeal procedure will comply with the procedure of appeal against dismissal as detailed in the Trust's Disciplinary Policy and Procedure.
- 9.4. The decision of the appeal panel will be final.

Appendix A

Roles and Responsibilities

All staff

- All staff have a responsibility to report to their line manager where they feel that a member of staff's performance is falling below the required standard. In most cases the employee's line manager may have already instigated informal or formal action.

Line managers

- Line managers are expected to take appropriate action when they believe a staff member's performance is falling below the required standard. If an employee's capability becomes a concern, it will be the employee's direct line manager's responsibility to deal with the issues about the performance informally in the first instance.
- These matters will usually be raised during supervision and in many cases a discussion around the performance issues, and how to overcome these, will be enough to lead to the necessary improvement in performance. The line manager will be required to offer the necessary support and guidance where an employee's performance is being managed and to direct the employee to other sources of support as deemed appropriate.
- In some cases where the required improvement in performance is not achieved through supervision it will be the responsibility of the line manager to conduct informal and formal meetings held under the Trust's Staff Performance Improvement Policy and Procedure.
- Line managers should consult with their Human Resources representative at the earliest opportunity when considering taking informal and formal action under the Trust's Staff Performance Improvement Policy and Procedure.

The Role of the People & Culture Department

- The role of the People & Culture Department is to advise and assist line managers in dealing with performance matters both prior to informal action being taken and throughout the informal and formal stages. This is to ensure fairness and consistency in application throughout the Trust.

The Role of the Stage 2 Chair

- When the performance issues reach the final stage of the Trust's Staff Performance Improvement Policy and Procedure, the Chair must conduct a meeting held under stage 2 of the procedure. The Chair will have the authority to dismiss and, on most occasions, may be the employee's next in line manager.
- The Chair will be required to consider all information presented to him/her taken from both the informal and formal stages of the process. They will be required to decide based on the facts presented to them and will take advice and be supported by a P&C representative.

Appendix B

Performance Improvement – Guidance for Managers

1. Performance management should be applied to all staff through the following tools and processes: -
 - Annual appraisal and review
 - Supervision
 - Personal development plans
 - Ad-hoc meetings to informally resolve matters
2. These systems and processes should usually be sufficient to ensure that objectives and goals of the service are communicated to staff and progress is made to achieve them. In some circumstances this will not be the case and a degree of intervention is required to support the individual to meet the required standards.
3. You should prepare for any meetings and describe in detail to your staff member what you perceive the issue to be and be clear about the standards of performance that are required.
4. You may need to consider whether the matter is one of conduct or capability. In capability the member of staff does not have the skills, experience, aptitude and/or knowledge i.e. the failure to perform is not intentional and the employee should be supported and given time to improve.
5. You should also consider: -
 - a. Whether their job description is up to date
 - b. Whether the standards of performance are clear to the staff member and are realistic
 - c. Internal factors e.g. is there a new system, new team that may be affecting performance
 - d. External factors i.e. is there a personal situation affecting their performance
 - e. What training and support can be given to allow an improvement in performance
 - f. What the staff member does well that can be conveyed to them
6. In the meetings with the staff member ask open questions, keep your tone friendly and use positive words like improvement and achievement.
7. Give specific details of where performance is not at the required standards and explain how this impacts on the service and the team.
8. Where possible try to reach agreement on where performance needs to be improved and their commitment to work towards achieving these standards. This can be presented as a performance improvement plan (appendix C) that gives SMART objectives (specific, measurable, achievable, realistic, and time-scaled) and should also outline training and support.
9. You should be transparent about the next stages of the process, and the possible outcomes if performance standards are not met.
10. Keep records of any informal or formal meetings.
11. Set dates for review meetings and ensure that these are held.

Appendix C Performance Improvement Plan

Area For Improvement	Expected Standard/level of Proficiency	Gap	Agreed Actions	Who Will Provide Support?	Timescale	Review Date	How will improvement be measured	Date to Achieve Expected Standard/Level of Proficiency
<p><i>EXAMPLE:</i></p> <p>Accurately complete all work-related documentation and in a timely fashion</p>	<p>The post-holder is required to complete work-related documentation (care plans, patient notes etc) without error and without complaints from others, in accordance with local policy timescales.</p>	<p>A review of NAME's work-related documentation for PERIOD revealed 24 errors, including.... And 5 data entries were completed X days outside of policy timescales.</p>	<p>For NAME to ensure all work-related documentation is completed by the end of each shift, including blocking time where necessary to complete</p> <p>For NAME to ensure that he/she has all details and seeks advice where necessary</p>	<p>Line Manager to provide a quiet location for work-related documentation to be completed at the end of each shift</p> <p>Line Manager to provide weekly supervision where work-related documentation will be discussed</p>	<p>Immediately</p> <p>Weekly</p>	<p>Informally review weekly</p> <p>Formal review date to take place on (Specific Date) 3 months</p>	<p>Review of accuracy and timeliness of documentation to be conducted – using notes from each weekly supervision meeting to assess progress</p>	<p>(Specific Date)</p> <p>3 months</p>

This action plan has been agreed by:

Name of Manager: _____

Signed: _____

Dated: _____

Name of Employee: _____

Signed: _____

Dated: _____

Area for Improvement: This should define the area in which an improvement in performance is required.

Expected Standard/Level of Proficiency: This should give detail of the standard of performance that is required. Where possible, this can refer to the job description of the post. It is important to be specific about the standard or level of proficiency, so the post-holder is clear about the expectations.

Gap: This should cite clear and specific examples of where the required standard has not been met, as it is important for the post-holder to understand where their performance has fallen short.

Agreed Actions: This should detail any specific actions that will be undertaken in order to achieve the desired improvement in performance. This can include any informal or formal training that will be undertaken, any additional supervision or any specific activities the individual should undertake. In order to complete this section, the manager and employee should also discuss what potential barriers there are to an improvement in performance and detail what can be put in place to overcome these.

Who Will Provide Support: **In all cases, the line manager or supervisor should support the individual.** This section should also detail who will support for each agreed action, where appropriate.

Timescale: This should detail a realistic timeframe in which each agreed action should take place. For example; a training course may be dependent on when this course is run; shadowing a colleague may depend on their availability etc

Review Date: A date should be set in which progress with the action plan can be assessed. The policy states that review meetings are held after 3 months. However, it may be beneficial to both manager and staff member to meet more frequently during this time period to review progress and then the manager can support achievement of each action during the 3-month period.

How Will Improvement Be Measured: A measurable way of assessing performance in the area for improvement should be agreed between manager and staff member. This way the manager can determine whether satisfactory improvement has been made or not.

Date to Achieve Expected Standard/ Level of Proficiency: This should give the date by which all actions in the improvement plan should have taken place and a reasonable time taken to allow the improvement in performance to be made and measured. This is normally 3 months, to coincide with the 'review date'.

Appendix D

Notification of Appeal Form

This form must be completed and sent to the next in line manager within **15 working days** of the date of the letter confirming the outcome of the formal meeting. Please ensure that your grounds of appeal include at least one of the criteria for accepting appeals below. You may continue on a separate sheet.

Parts 1 and 2 of this form must be completed.

PART 1 – EMPLOYEE DETAILS

Name: **Job Title:**

Department: **Base:**

Telephone No. **email:**

PART 2 – DETAILS OF APPEAL

Date of Stage One/Stage Two meeting:

Please state in your own words the grounds on which you are basing your appeal against the decision taken at the Stage One/Stage Two meeting

The grounds for your appeal may include amongst others:

- **Procedural irregularities during the meeting**
- **You believe Trust policies have been breached (please state which policies)**
- **Acts of discrimination/bullying/harassment at the meeting**
- **You have new evidence that you want to be considered by an Appeal Panel.**

Signature **Date:**