APPENDIX 14F – EMPLOYERS’ HANDBOOK

**FORMAL PERFORMANCE IMPROVEMENT PROCEDURE**

**The Right to Accompaniment**

Employees may choose to be accompanied at all meetings which are conducted at any stage of the Performance Improvement Procedure (and any appeal) by a work colleague or appropriately qualified trade union representative.

The companion should be allowed to address the hearing in order to:

* put the employee’s case;
* sum up the employee’s case;
* respond on the employee’s behalf to any view expressed at the hearing.

**Performance problem identified**

(After reasonable investigation)

**Initial meeting to discuss the issues**

**Prior to meeting**

* employee informed of the reason for meeting
* given copies of any information to be relied upon

**At the meeting**

* the employee will be given the opportunity to respond to points made

**After the meeting**

* Issue a written note setting out
  + the improvement needed
  + reasonable time scale for improving
  + a review date
  + any support that will be provided to help employee meet required standards

**Improvement**

**No Improvement**



**Verbal warning**

In the absence of extenuating circumstances the employee will be issued with a formal verbal warning lasting for \_\_ months.

The warning will:

* state the areas for improvement
* state the date of review (\_\_\_months)
* be copied to the employee and put on the employee’s personnel file

Issue resolved

No further action

**Verbal warning review meeting**

**Performance improved** during the review period. Verbal warning retained on file but normally not considered for disciplinary action after \_\_\_months.

Performance not improved during the review period.

No extenuating circumstances

Employee issued with a **First written warning** lasting for \_\_\_\_months.

Performance improved during the review period. First written warning retained on file but normally not considered for disciplinary action after \_\_\_months.

**First written warning review meeting**

Performance **not improved** during the review period.

No extenuating circumstances

Employee issued with a **Final written warning** lasting for \_\_ months.

**Final written warning review**

**Performance improved** during the review period. Final writtenwarning retained on file but normally not considered for disciplinary action after \_\_\_months.

Performance **not improved** during the review period.

No extenuating circumstances

Employee **dismissed with appropriate notice** or possibly transferred to a less onerous post if available.

**Appeal:** Where an employee believes that the action is unjustified they may request an appeal by an Appeal Manager, preferably someone who has not been involved in the earlier decision.

The Appeal Manager will review all the facts and after full consideration either:

* revoke the decision; or
* vary the action with regard to the stage of the procedure to be applied; or
* endorse the action taken.

This decision will be communicated in writing to the employee. There is no further right of appeal.