

PERFORMANCE MANAGEMENT

1. General

- 1.1. So that the Company can provide the best possible service for our clients, we require the highest standard of commitment to work performance from all our employees.
- 1.2. Your performance will be monitored by your manager on a regular basis in terms of meeting your targets as well as quality of work and time management / attendance.

2. Informal Procedure

- 2.1. Your manager will aim to resolve any performance problems through informal discussions with you during the normal course of work. These discussions should identify any problem areas and if appropriate, result in an agreed action plan. You will be expected to participate in such processes and commit to following any suggestions your manager makes to you as to how you can improve your performance.
- 2.2. If that approach is not successful, and for employees who have more than 2 years' continuous service the formal procedure will apply.
- 2.3. For employees with less than 2 years' service a decision to end employment because of poor performance may be taken without the formal procedure being followed.

3. Formal Procedure

- 3.1. You will be notified in writing of the basis of our concerns and invited to a meeting with your manager to discuss the allegation(s) of poor performance. You will have the right to be accompanied to the meeting by a work colleague or Trades Union representative and will be given the opportunity of participating fully in the meeting. You must take all reasonable steps to attend the meeting. If in exceptional circumstances you are unable to attend, you will be offered one further date within 5 working days of the original meeting date. Should you fail to attend the second meeting, it will progress in your absence.
- 3.2. An investigation into the matter may take place prior to the meeting. In such cases, you will be advised accordingly and will be given a summary of the investigation findings.
- 3.3. At the meeting you will be advised of the allegation(s) of poor performance, supported with any findings from an investigation if applicable. You will be offered the opportunity to respond. You may be questioned to ascertain further information as necessary. Full and proper consideration will be given to the matter and any mitigating circumstances. In the event that further investigation is required, the meeting may be adjourned and you will be advised accordingly
- 3.4. You will receive written confirmation of our decision within 5 working days of the meeting. The letter will include a summary of the discussion and any action we intend to take. If in light of the information and matters discussed at that meeting, our view is that our concerns are justified, you may be given a first written warning, specifying:

- The improvements required of you;
 - The time by which those improvements have to be made;
 - Any support agreed to be provided to you; and
 - The fact that further action will be taken under this procedure should your performance not improve as required.
- 3.5. We may at the same time draw up an action plan to be applied by you and/or us as appropriate.
- 3.6. If it appears that you have failed to improve sufficiently within the period referred to in the first warning, you will be invited to a further meeting at which you have the right to be accompanied by a work colleague or Trade Union representative. The meeting will be undertaken as set out above.
- 3.7. You will receive written confirmation of the decision within 5 working days of the meeting. If, in light of the information and matters disclosed and discussed at this meeting and following the implementation of any adjustments or action plans, our concerns remain justified, we may issue you with a final written warning.
- 3.8. That final written warning will specify:
- The improvements required of you;
 - The time by which those improvements have to be made; and
 - The fact that, if you fail to improve sufficiently within the specified period, your employment may be terminated.
- 3.9. We may at the same time draw up a new action plan, or revise the action plan issued at the same time as the first written warning.
- 3.10. If you appear to have failed to improve sufficiently within the period specified in the final written warning, you will be invited to attend a further meeting at which you may be dismissed. You may be accompanied by a work colleague or Trades Union representative. The meeting will be undertaken as set out above.
- 3.11. The meeting will determine whether your employment can continue. The letter inviting you to the meeting will notify you of:
- why dismissal is being contemplated;
 - your right to be accompanied; and
 - when and where the meeting is to take place.
- 3.12. If you did fail to improve sufficiently within the period referred to in the final written warning and in the light of the information and matters disclosed and discussed at the previous meetings and any adjustments made by us, our concerns remain justified, you may be dismissed.
- 3.13. You will receive written confirmation of the decision within 5 working days of the meeting along with details of your right of appeal.

4. Appeals

- 4.1. You may appeal against any decision made under this procedure. If you wish to appeal you must do so by providing written notice of your intention to appeal within 5 days of the outcome that you are appealing together with details of the grounds on which you are appealing.