

MANAGEMENT OF UNDER PERFORMANCE POLICY

November 2021

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1. Introduction

- 1.1 The Board of Governors has delegated responsibility to the People, Culture and Engagement Committee for the effective operation of this policy and for its subsequent revision and amendment. Day to day responsibility for operating this policy and ensuring its maintenance and review has been delegated to the Chief People Officer
- 1.2 This policy has been implemented following consultation with the recognised trade unions, UCU and UNISON.
- 1.3 This policy does not form part of any contract of employment, although there are statutory entitlements referenced within it.
- 1.4 The University Equality Impact Procedure was used in the development of this policy.

2. Purpose

- 2.1 The primary aim of this policy is to support our strategic vision of being a top UK modern University which is underpinned by high levels of staff performance, drive and capability. This policy provides a framework within which managers can work with employees to identify performance issues to enable them to maintain satisfactory performance standards and to ensure improvement where necessary through training, supervision, support and guidance.

3. Scope

- 3.1 This policy applies to all employees except for those within their probationary period who are regulated by the Probationary Policy and Senior Postholders (as defined in the Articles of Government) for whom there are separate policies. Neither does it apply to agency workers or self employed contractors
- 3.2 This policy does not apply to incapacity involving sickness absence or deliberate wrongful acts or omissions which will be dealt with as misconduct under the appropriate policy (Managing Sickness Absence or Disciplinary Policy)

4. Guiding principles

- 4.1 Concerns about performance must be dealt with fairly and consistently and this policy must be implemented in a supportive, confidential and respectful manner. In addressing performance issues Managers are fulfilling the requirements of their role on behalf of the University and are equally entitled to be treated with dignity and respect.

- 4.2 With the exception of very serious concerns, this policy should only be followed when concerns have been identified over a reasonable period of time. Most issues with an employee's performance can be resolved by discussion and working with the employee to improve performance. This is the desired approach as employees will usually improve to and sustain the required standards through normal day-to-day line management, discussions and one-to-one meetings.
- 4.3 The principles of natural justice apply to this policy and those against whom the process is instigated should have copies of evidence that will be used in any formal hearing.
- 4.4 The employee should have the opportunity to challenge concerns and any supporting evidence before decisions are reached.
- 4.5 There is a right of accompaniment by a trade union representative or a University of Portsmouth (UOP) work colleague at all formal stages of the process.
- 4.6 Consideration will be given as to whether poor performance may be related to disability, ill health or other contributing factors and, if so, whether there are reasonable adjustments that could be made to the working arrangements, including changes to terms and conditions and/or providing additional equipment or training. Consideration will also be given to making reasonable adjustments to this policy where appropriate.
- 4.7 Although the policy contains progressive warnings (termed "Improvement Notices" throughout) it may in exceptional circumstances be appropriate to commence the process at any stage depending upon the severity and impact of the unsatisfactory performance. Efforts must be made to resolve issues informally first.
- 4.8 An employee must make every effort to attend a performance hearing and failure to attend without good reason may be treated as misconduct.
- 4.9 In the event that an employee is unable to attend a performance hearing by reason of absence through ill-health advice will be sought from Occupational Health (OH) as to whether the employee is fit to attend a performance hearing either with or without reasonable adjustments. If a point is reached at which no further delay can be accommodated consideration will be given to alternative ways to conduct the performance hearing. Ultimately, the hearing may be held in the employee's absence but a representative i.e. a union representative or UoP work colleague may represent the employee provided they have authorised this in writing.
- 4.10 Appeals which are based on decisions made in the absence of an employee will usually be conducted by way of rehearing.

5. Roles and Responsibilities

5.1 Manager responsibilities

Throughout the employment managers are required to;

- Alert an employee to performance concerns during normal day-to-day line management taking account of the employee's experience and length of time in role
- Ensure that employees have a clear understanding of their job description and the expectation and acceptable standards of performance required in role
- Identify any training and focused support requirements. Training can take many forms and does not always have to be external, for instance mentoring or shadowing
- Provide detailed feedback over a reasonable period of time after performance issues been identified
- Take and keep records of performance discussions which should be retained on the employee's personnel file

5.2 Employee responsibilities

There is an expectation of the employee that they should be capable of:

- Performing in role to the required standard/objectives, behaviours and attendance in line with their job description
- Explaining any circumstances that could be impacting upon performance, for example workplace issues, underlying health issues, disability, personal circumstances and seek appropriate support
- Following meetings regarding performance, confirm the notes of performance discussions when requested

6. Informal Management Period

6.1 If performance issues have not improved through normal performance appraisal and management supervision **before** instigating the formal procedure a meeting should be held in order to commence an informal management period. At the meeting the following will be discussed:

- Whether there are any underlying health issues, or other factors affecting performance
- The standard of job performance that is required and in what respect performance has not been met, with full explanation of failings and examples
- The perceived extent of any problem, the circumstances which prompted the discussion and

establishment of the facts

- Whether the employee has an understanding/is aware that they are underperforming

6.2 The circumstances surrounding the apparent lack of capability which may include,

- The design of the job and in particular any change in requirements
- The need for training, re-training, shadowing and mentoring
- To ensure they have adequate resources available
- The workload is reasonable
- Changes in line management
- Health factors/Workplace relationships
- External/domestic family considerations
- The employee's viewpoint

6.3 The aim of the meeting will be to discuss how and by when acceptable performance may be achieved and an informal action plan detailing any support and timescale for improvement and review will normally be agreed. Any mitigating reasons for under performance should be discussed and considered. The purpose of the management period is to create a supportive environment where performance issues are identified and a reasonable period of time for improvement agreed with any required support provided on a focused and targeted basis.

6.4 The support may, for example, include:

- training, mentoring, shadowing
- regular management guidance and discussion
- attendance at internal/external courses (subject to budgetary considerations)
- supervision.

6.5 The length of the informal management period will vary depending upon the type and complexity of the role, the degree of employee engagement and the period within which evidence of improvement can reasonably be expected to be achieved.

6.6 A record of the meeting and any informal action plan will be given to the employee and a copy kept on the employee's personnel file. The employee may wish to discuss the informal action plan with a trade union representative before reaching agreement. This informal management period is not part of the formal procedure and will not form part of the employee's performance record but may be referenced within future formal proceedings in order to evidence that an informal process has been tried, the required standards clarified and support provided.

6.7 The manager will provide feedback and discuss matters with the employee in line with the agreed review periods. The manager may conclude that the problem has been resolved or that this will happen within a short time period in which case the informal management period may be extended.

6.8 Where there has been insufficient improvement the manager, with HR support, will escalate the

issues to the formal stage of the procedure.

7. The Formal Procedure

7.1 Where performance concerns have not been successfully addressed and managed during the informal management period an assessment/investigation will be undertaken to decide if there are grounds for taking formal action under this policy. The employee will receive written confirmation with examples of where performance has not been met and a reminder of potential outcomes.

7.2 The degree of assessment/investigation involved will depend on the circumstances but may involve reviewing the employee's personnel file including PDR and training records, gathering any relevant documents, monitoring the employee's work and, if appropriate, interviewing the employee and/or other individuals confidentially in respect of the employee's work.

7.3 Subject to the Guiding Principles at section 4 the procedure is a three-stage process comprising two Improvement Notices prior to the termination stage.

8. Right to be Accompanied.

8.1 At all stages of the formal procedure the employee who is the subject of the performance concerns will have the right to be accompanied by an accredited trade union representative or a UoP work colleague. Any request made by an employee to be accompanied must be within reasonable timescales. What is reasonable will depend on the circumstances of each individual case.

8.2 A companion is allowed reasonable time off from duties without loss of pay but no one is obliged to act as a companion if they do not wish to do so.

8.3 The trade union representative or UoP work colleague will be allowed to address the hearing to sum up the employee's case and confer with the employee during the hearing. The trade union representative or UoP work colleague does not, however, have the right to answer questions on the employee's behalf, address the hearing if the employee does not wish it or prevent the employee from explaining their case. If the employee's representative cannot attend on a proposed date for a meeting the employee must notify the person arranging the meeting as soon as possible and is able to suggest an alternative time and date so long as it is reasonable and it is not normally more than 5 working days after the original date.

9. Confidentiality

9.1 Throughout any proceedings under this process all parties must treat as confidential any information communicated to them in relation to it.

9.2 All parties involved in the hearing must not make covert electronic recordings of any meetings or hearings conducted under this policy.

9.3 Breach of these confidentiality provisions may be considered as misconduct and may lead to disciplinary action.

10. Management of performance involving a Trade Union Representative

10.1 Where action is being considered under the formal stages of this procedure affecting a trade union representative the normal procedure should be followed. Depending on the circumstances, however, it is advisable (with the employees consent) to discuss the matter at an early stage with a full-time official of the trade union. If consent is withheld the University may proceed in any event.

11. Disputes about this policy

11.1 Where there is corroborative evidence of poor performance there will be no access to the grievance policy in relation to complaints related solely to the instigation of this policy

11.2 Where issues arise, for example, identified training / support has not been provided, they should be raised during the support programme and at any subsequent review, formal hearing or appeal hearing.

11.3 If a complaint concerns matters that are unrelated to the performance process, it can be raised under the Grievance Policy.

12. Notification of Hearings

12.1 If a decision is made that there are grounds for taking formal action the employee will be advised in writing that their performance is causing/continuing to cause concern and will be asked to attend a hearing with a minimum of 5 and a maximum of 10 working days' notice. The following will be included in the letter inviting the employee to the hearing:

- Details of the, time and venue for the formal hearing
- Confirmation of the right to be accompanied
- The names and roles of those who will attend the hearing including management witnesses if applicable
- Full but concise written details of the performance issue/s
- A summary of relevant information gathered as part of any investigation / assessment
- A copy of any relevant documents which will be used at the hearing including if relevant a copy of any witness statements
- Possible consequences, an improvement notice or termination depending upon the stage in the process

12.2 Upon receipt of the hearing notification the employee will be expected to:

- Confirm attendance
- Confirm who (if anyone) is accompanying the employee (this will enable work cover arrangements to be made where necessary)
- Request relevant witnesses to appear at the hearing. Any witnesses to be called at a hearing must have submitted a written statement of their knowledge of the case 3 days in advance of the hearing, which has been exchanged with all parties. Testimonials regarding an employee's personality and character will not be accepted as witness statements. A witness who is not a University employee may provide a witness statement but would not usually attend a performance hearing
- Provide copies of any documentation upon which they intend to rely and which have not been included within the management papers
- Bring a full set of papers to the hearing

13. Procedure at Performance Hearings

13.1 Stage One and Stage Two performance hearings will normally be conducted by the line manager or such other impartial manager as nominated by the Chief People Officer or Deputy Directors of HR. Stage Three hearings will be conducted impartially by a panel of at least 2 senior managers at grade 10 or above who have had no previous involvement in the case and are more senior than the Hearing Manager who issued the previous Improvement Notices. Panel composition will, where possible, reflect equality and diversity principles. At any performance hearing, including private deliberations leading to a decision the Hearing Manager/Panel may be advised by a member of HR.

13.2 A written record of the hearing will be taken by a note taker. This will not include the confidential deliberations of the Hearing Manager/Panel. The University does not support the audio recording of performance hearings unless there are exceptional circumstances for doing so and only with the agreement of all parties. Covert audio recording is defined as gross misconduct (see Appendix 1 Disciplinary Policy).

13.3 At the hearing:

- The required standards that it is alleged the employee has failed to meet will be considered together with any relevant evidence in support
- The employee and/or their representative will be allowed to ask questions, present evidence, call witnesses, respond to evidence and make representations. Representatives cannot answer questions on behalf of the employee
- The Hearing Manager/Panel Chair will seek to establish whether there has been poor performance and if so any likely causes and any reasons why measures taken so far have not led to the required improvement
- Identify whether there are further measures, such as additional training or supervision, which could improve performance
- Discuss any contributory factors that the employee feels may have affected their performance

- Discuss targets for improvement and a timescale for review

14. Outcome of the Stage One Formal Performance Hearing

14.1 Following a Stage One performance hearing the outcome may be:

- No action, it is accepted that it is not appropriate to proceed with the procedure
- To issue a First Written Improvement Notice setting out the areas in which the required performance standards have not been met

14.2 When the outcome is an Improvement Notice the following will also apply:

- a Performance Improvement Plan (PIP) detailing targets for improvement in performance will be set which will include:
- a timescale for improvement
- any measures, such as additional training, supervision, or changes to working practice which will be taken with a view to improving performance
- a review date
- the consequences of failing to improve will be explained

An example of a PIP is at Appendix 1 and Guidance on review periods is at Appendix 2

14.3 After the hearing, the employee will be informed in writing of the decision and provided with a copy of the notes of the meeting and the PIP as soon as possible and usually within 5 working days. The decision letter will contain a right of appeal. The employee will be warned that failure to meet/sustain the required improvement could result in progression to the next stage of the procedure.

15. Monitoring and review following a Stage One Improvement Notice

15.1 A performance monitoring and review period will follow the Stage One formal performance hearing. Formal monitoring, evaluation, guidance and support will continue during this period and there should be an informal feedback meeting/s. At the end of the review period there will be a meeting at which the employee will be advised of one of the following;

- Performance has improved to a satisfactory level and no further action will be taken
- That some but insufficient improvement has been made but further substantial progress is expected to be made within a short timescale. The PIP will remain in place (with any modifications) and the review period will be extended and the meeting reconvened
- That insufficient improvement has been made and the matter will be progressed to a Stage Two performance hearing.

16. Stage Two Formal Performance Hearing

16.1 The Stage Two formal performance hearing allows the employee to respond to the assessment that their performance has failed to improve and to explain the failure. The Stage Two process may also be instigated if there is evidence of poor performance during the period of the First Written Improvement Notice.

16.2 The employee will receive written notification of the hearing arrangements as set out at section 12. Details of the performance issues will relate to the failed aspects of the required performance standards as set out in the PIP. However, where the process has been instigated at this second stage due to further unsatisfactory performance during the active period of the First Written Improvement Notice the management documentation will be as set out at section 12.

16.3 The conduct of the meeting will follow the procedure set out at section 13.

17. Outcome of the Stage Two Formal Performance Hearing

17.1 Following the Stage Two hearing the outcome may be one of the following;

- No action, it is accepted that it is not appropriate to proceed with the procedure.
- To issue a Final Written Improvement Notice setting out the areas in which the required performance standards have not been met

17.2 When the outcome is a Final Written Improvement notice, the following will also apply;

- The PIP detailing targets for improvements in performance will remain in place (with any modifications) and an adjusted timescale for improvement will be set. If the Stage Two process has been instigated due to further unsatisfactory performance during the active period of a First Written Improvement Notice a fresh PIP will be set
- Any ongoing/new measures, such as additional training or supervision, will be detailed
- A review date will be set
- The consequences of failing to improve will be explained

17.3 After the meeting, the employee will be informed in writing of the decision and provided with a copy of the notes of the meeting and the PIP as soon as possible and usually within 5 working days. The decision letter will contain a right of appeal. The employee will be warned that failure to meet / sustain the required improvement could result in progression to the next stage which could result in the termination of employment.

18. Monitoring and review following a Stage Two improvement notice

18.1 The monitoring and review period will be as set out at section 15. In the event of a finding of insufficient improvement the matter will be progressed to a Stage Three performance hearing.

19. Stage Three Formal Performance Hearing: Dismissal or Redeployment

19.1 The Stage Three process will either be a progression of the Stage Two process and will allow the employee to respond to the assessment that their performance has failed to improve or may be convened where there is evidence of further unsatisfactory performance during the period of a Stage Two Final Written Improvement Notice.

19.2 The Stage Three formal performance hearing will be conducted impartially by a panel of at least two senior managers at Grade 10 or above who have had no previous involvement in the case and are more senior than the manager/s who issued the previous Improvement Notices. The panel composition will, where possible, reflect equality and diversity principles.

19.3 The employee will receive written notification of the hearing arrangements as set out at section 12. Details of the performance issues will relate to the failed aspects of the required performance standards as set out in the PIP. However, where the process has been instigated due to unsatisfactory performance during the period of the Final Written Improvement Notice the management documentation will be as set out at section 12.

19.4 Following the Stage Three hearing the outcome may be one of the following;

- No action. It is accepted it is not appropriate to proceed with this procedure
- Termination of employment upon notice or payment in lieu of notice
- Where some but insufficient improvement has been made and further substantial progress is expected to be made within a short timescale, the Final Written Improvement Notice will be extended and a further review period set. The hearing will be reconvened

19.5 In some cases in the exercise of discretion, and where possible, alternatives to dismissal may be considered including redeployment into another role at the same or lower grade. This would usually be accompanied by an extension of the Final Written Improvement Notice for a 12 month period from the date of the hearing.

20. Hearing Outcomes

20.1 Performance hearings will usually be adjourned for a short period to enable the Hearing Manager/ Chair of Panel to arrive at a decision. The decision may be conveyed orally in the presence of the parties and will be confirmed in writing with full reasons and details of the right of appeal as soon as reasonably practicable, usually within 5 working days. However, after a lengthy hearing, the hearing may be adjourned and reconvened at another time to consider the decision. In such cases it may be agreed to communicate the outcome by telephone/further meeting before confirming the decision in writing.

21. Duration of Improvement Notices

21.1 In circumstances where a First or Final Written Improvement Notice is issued it will be placed on the employees personnel file normally for a period of 12 months, unless the employee is notified to the contrary. After the active period the warning will be removed from the employee's personnel file.

21.2 There may be occasions when an expired warning cannot be disregarded, such as where the performance is satisfactory throughout the period the warning is in force, only to lapse very soon thereafter. Where such a pattern emerges, an employee's record of previous warnings will be borne in mind in deciding how long any new warning will last or whether it is appropriate to undertake disciplinary action instead on the basis that the employee has been able to previously demonstrate that capability is not in question.

22. Appeals

22.1 At every stage of the formal procedure there is a right of appeal which will be heard without unreasonable delay. To exercise this right the employee should set out their full grounds of appeal in writing to the Chief People Officer within 10 working days of the issue date of the letter confirming the decision.

22.2 The appeal notification and grounds of appeal will be forwarded to the HR Employment Practice Team who will assist in the coordination of the case and the compilation/distribution of the documentation for the appeal hearing.

22.3 In the event of an appeal against a First or Final Written Improvement Notice the appeal will be conducted impartially by a panel of at least two senior managers at Grade 10 or above who have had no previous involvement in the case and are more senior than the manager/s who issued the Notification which is the subject of the appeal. The panel composition will, where possible, reflect equality and diversity principles. Any appeal will not result in an increase in the level of any sanction.

22.4 In the event of an appeal against termination of employment the appeal hearing will be conducted impartially by a panel of at least two UEB members who have had no previous involvement in the case and are more senior than the panel members who terminated the employment. The panel composition will, where possible, reflect equality and diversity principles.

22.5 Panel membership will be nominated by the Chief People Officer. At any appeal hearing, including during subsequent deliberations leading to a decision, the panel may be advised by a member of HR.

22.6 In relation to dismissal the date on which termination of the contract of employment takes effect will not be delayed pending the outcome of the appeal. However, if the appeal is successful the employment will be reinstated with no loss of continuity or pay.

22.7 The employee has the right to be accompanied at the appeal hearing by a UoP work colleague or an accredited trade union representative. The procedure is as set out at section 8.

22.8 If the grounds of appeal raise new matters any documentary evidence in support must be included with the appeal notification and if this involves new witnesses their evidence must be submitted within a written statement. New evidence will only be considered if relevant and there is good reason why this had not been included as part of the original hearing. This may delay the listing of the appeal as management may need to undertake further investigation in order to respond. If management provide new information this will be disclosed as a summary including, where appropriate, copies of additional relevant documents and witness statements. The employee will be provided with a reasonable opportunity to consider the information.

22.9 The appeal hearing will normally be dealt with by way of review of the fairness of the original decision in light of the procedure that was followed and any new information that may have come to light. However, there may be some circumstances where the hearing will be dealt with by way of a re-hearing, for example where the employee was absent at the termination hearing. This will be at the discretion of the University depending upon the circumstances of the case. In any event the appeal will be dealt with as impartially as possible.

22.10 The appeal panel may need to adjourn the appeal hearing to allow further investigation into any new and relevant points raised at the hearing. The employee will be given a reasonable opportunity to consider any new information obtained before the hearing is convened.

23. Notification of the Appeal Hearing

23.1 The employee will be provided with written details of the appeal hearing which will be arranged without unreasonable delay. This notification will normally be within 10 working days of receipt of the appeal notification and grounds and will include;

- Details of the date time and venue for the appeal hearing
- Confirmation of the right to be accompanied by a UoP work colleague or accredited union representative
- The names of the panel members
- The names of the persons who will be present at the hearing
- The format that the appeal will take
- A guidance note as to the procedure that will be followed

23.2 Upon receipt of this notification, by return, the employee must confirm their attendance, or propose an alternative date in accordance with section 8, and provide details of their companion so that work cover arrangements can be made where necessary. The employee must take all reasonable steps to attend the appeal hearing and an unreasonable refusal to do so may result in the dismissal of the appeal or the panel making findings on the basis of the evidence available at that time.

24. Appeal Documentation

24.1 The appeal documentation comprising the documentation upon which the parties will refer to will be prepared by the HR Employment Practice Team and sent to the employee, where authorised by the employee, the employee's representative, management and the panel members not less than 10 working days before the hearing date.

25. The Appeal outcome

25.1 The appeal hearing will usually be adjourned for a short period to enable the Panel to arrive at a decision. The decision may be conveyed orally in the presence of the parties and will be confirmed in writing with full reasons as soon as reasonably practicable, usually within 5 working days. However, after a lengthy hearing, the process may be adjourned and reconvened at another time to consider the decision. In such cases it may be agreed to communicate the outcome by telephone/further meeting before confirming the decision in writing. The Panel may;

- Confirm the original decision
- Revoke the original decision
- Substitute a lesser sanction

25.2 The appeal decision is final. There is no further right of appeal.

26. Appendix 1 – Performance improvement plan

Performance improvement plan

This document is intended for use during the formal stages of the policy. However, you can use the format for the informal management period. Advice should be sought from your HR Adviser. This template is an example but could be used to record action plans, interview notes and other related evidence throughout the performance improvement plan process. Use the same document for each meeting held and noting changes to actions including all dates.

1. Performance issue	
Line manager to clarify with evidence where the shortfall in performance has occurred e.g. behavioural, delivery. When did it start and what is the impact on the organisation.	
Date	
2. Required/Expected standard	
Line manager to summarise what is needed to meet the required/expected standard e.g. from the job description, PDR, objectives, behaviours etc.	
Date	
3. Improvement actions	
A list of actions that need to be taken by the individual to improve performance and how these will be assessed, include details of any further support or training offered including dates. Actions should be specific and achievable.	
Date	

4. Line managers review of progress	
Line manager to provide details and dates of all review discussions with the individual including progress against the improvement action plan (including any agreed extension to monitoring period).	
Date	
5. Individual's comments	
An opportunity to record comments/views at any point during the plan	
Date	
6. Review dates	

Line manager signature.....Date.....

Employee signature.....Date.....

27. Appendix 2 – Guidance on review periods

Guidance on review periods

This guidance can be used to support discussions during the formal stages in the policy. The purpose of agreeing a review period is to ensure there is a defined and reasonable timescale for the employee to address the identified performance gap and reach the expected performance in that role. It is vital that you clearly state the:

- 1) performance standard expected
- 2) performance standard being delivered (with examples and clear evidence)
- 3) the performance gap you expect to be closed
- 4) the actions the employee must take
- 5) the actions you (or others) will take to support them
- 6) the timescale over which the improvement needs to be achieved
- 7) the further considerations, should the improvement not be achieved in that timescale.

Overall factors to consider in setting a review period are as follows:

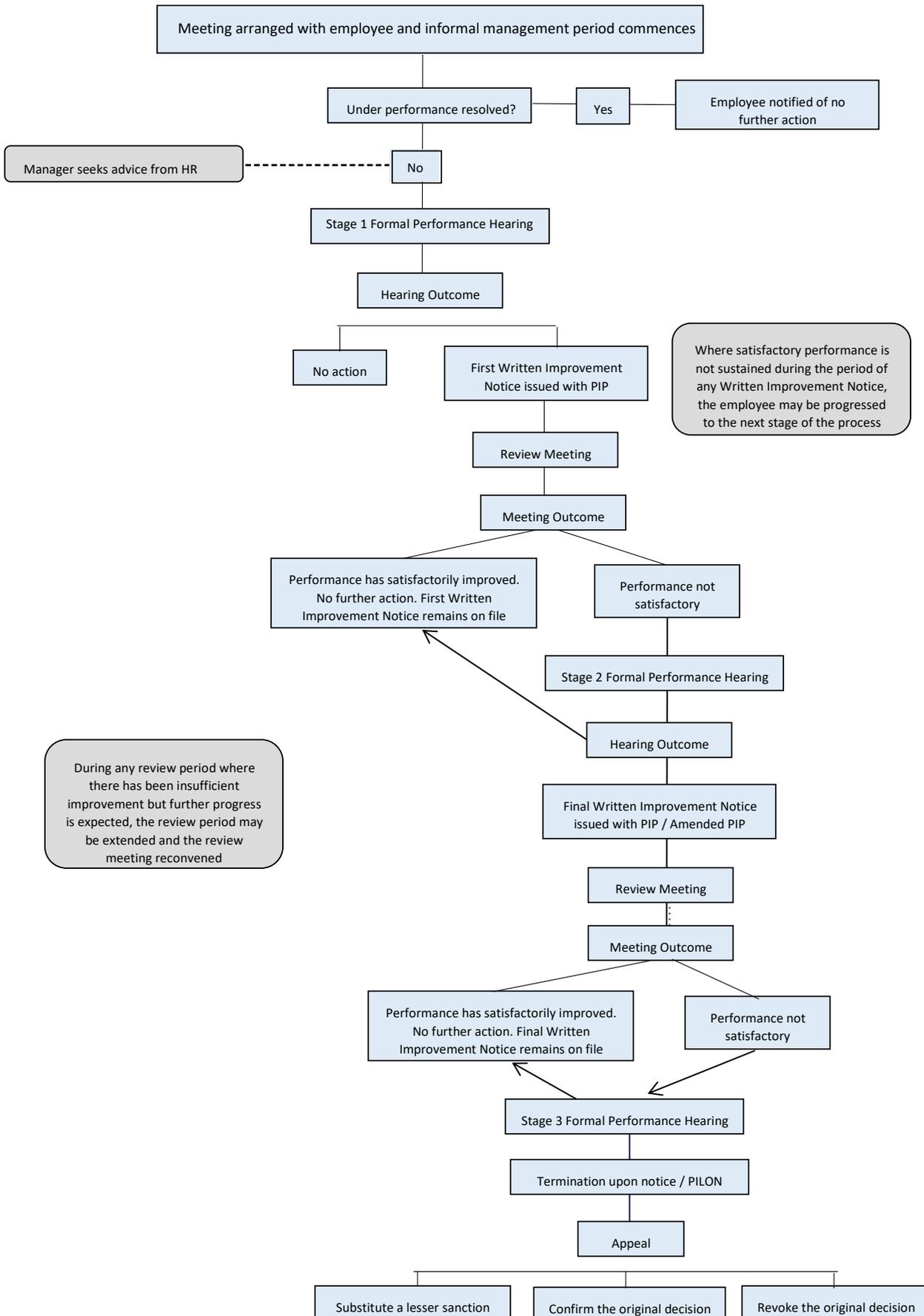
- It is the reviewing manager's overall responsibility to ensure that all relevant circumstances specific to the employee case are taken into account, e.g. how long has the employee been doing the job, what training has been provided, previous discussions, etc.
- Frequency with which the employee has the opportunity to carry out a particular task or demonstrate behaviour (i.e. frequent repetitive work undertaken on a daily basis would require a shorter monitoring period than more irregular tasks).
- The number of improvement areas the employee has to address, as this may require incremental improvement, however the achievement of the increments over reasonable periods must be monitored to ensure achievement to plan.
- Complexity of the role, however, it may be that whilst the role is complex the improvement gap is quite straightforward.
- The time it takes for new employees to reach an acceptable standard of performance, i.e. if the employee is at the expected point on the learning curve then they do not have a performance gap.
- Any previous improvement plans for the employee which have addressed the same task or behaviour.
- The availability of any required training or reviewing manager/support.
- Improvement actions during a review period should be specific and achievable.
- Any health or other issues that may be impacting the employee.

The table is for guidance only, it does not cover every eventuality and each employee case should be reviewed depending upon its specific circumstances.

Review Periods			
Business as usual management	2–4 weeks	4–6 weeks	6–8 weeks (may be a longer period if required by the role)
<p>The review period for assessment will vary depending upon the nature of the role. However, the guidance in this table should help determine the appropriate period.</p>	<p>Typically the employee will be carrying out daily/weekly repetitive and measurable tasks which are quantitative in nature. (Quantitative measures can be monitored against a number of actions/jobs undertaken, i.e. they are concerned with and can be measured by quantity). There will be a clearly defined process behind the day-to-day operational task. It is critical to ensure that the appropriate training has been given to help the employee to carry out these daily tasks. A 2–4 week window is an adequate review period for these types of roles.</p>	<p>Typically the employee will be carrying out more varied, day-to-day operational duties and employees may have to manage their time carrying out various work. Therefore a longer review period of up to 6 weeks may be more appropriate. These types of roles will include both qualitative and quantitative measures. (Qualitative measures are measured by quality of the output.) It is critical to ensure that the appropriate training has been given to help the employee to carry out their role.</p>	<p>Typically the employee will be working on qualitative areas, and a clearly defined process is not always visible. There will be more subjectivity in the daily tasks of the roles. Therefore, when determining review periods, an 8-week window may be more appropriate. It is critical to ensure that the appropriate training has been given to help the employee carry out their role. Where development needs are identified in behavioural areas, a review period of 8 weeks and in some circumstances longer than 8 weeks may be required. It will depend on the employee circumstances, and the reviewing manager should discuss the appropriate review period with their HR Adviser.</p>

Please note that an employee’s annual leave should be taken into account when deciding on appropriate review periods. The table is for guidance only, it does not cover every eventuality and each employee case should be reviewed depending upon its specific circumstances.

28. Appendix 3 – Flowchart



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