

# Performance Improvement Policy

July 2024





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## Issue Control Sheet

Issue Record Sheet		
Issue	Amendment Date	Comment
03	18/07/2024	Updated to standardised templated. Informalised stage 1 and removed verbal warning.

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## 1. Purpose

We are committed to delivering fantastic service through high performing individuals and teams, to achieve this, we all play a key role in ensuring that we strive to perform to the best of our ability, as well as being able to give and receive feedback through open and honest conversations.

We understand that from time to time, colleagues may need additional support to help them reach their full potential and there can be several reasons why performance can fall below the required standards.

This policy applies to everyone employed by Speedy Hire and sets out how we will support colleagues when their performance falls below the standards expected. It also provides a framework for identifying and managing poor performance to ensure that we adopt a fair and consistent approach. For further information, please contact the People Team for additional advice and support.

## 2. Understanding Performance

Conduct refers to the way you behave as well as compliance with rules, policies and procedures. Conduct should not be confused with performance which is more about someone's own capability.

Performance is about having the right skills, knowledge and individual capability to carry out your job role to the required standard. Any issues arising from poor performance which are not related to conduct will be managed in line with this policy. Where performance is impacted because of absence, our Attendance Management Policy may also apply.

## 3. Responsibilities

We are committed to investing in and supporting our colleagues to reach their full potential. To do this effectively, we need to be open and honest about performance that falls below the required standard.

### **Managers are expected to:**

- Ensure all colleagues understand what is expected from them and be clear about individual role accountabilities, responsibilities, individual objectives and our values.
- Agree the frequency of dedicated 121 meetings and ensure adequate records are kept on personnel files.
- Highlight any concerns relating to performance as soon as possible, even where it is minor. Often colleagues can be unaware that their performance is failing to meet the required standards.
- Engage in open and honest conversations and be willing to listen to any colleague who is highlighting that they need additional support.

### **Colleagues are expected to:**

- Be clear about expected standards of performance including what is expected of you in your day to day role, your responsibilities and any objectives set.
- Be open and honest if you are struggling or facing challenges in any aspect of your role. Your manager cannot help and support you if they are not aware.
- Take measures to improve your own performance including knowledge, skills and capability. This may include speaking to your manager or peer group for advice and support.

## 4. Informal Discussions – Stage 1

We are committed to trying to resolve performance issues through informal conversations as this can often be an effective way of preventing the situation from escalating.

Your manager may rely on one or more methods to support performance improvement:

- Provide 'in the moment' constructive feedback on a piece of work or activity that may ultimately help and support you.
- Highlight any performance concerns as part of your 121 meetings
- Arrange a dedicated meeting with you outside of your regular 121 meetings to specifically discuss your levels of performance.

Your manager will make a record of the conversation with you as it is important that they capture any information you have provided that may help them support you moving forward.

If at this early stage, it is identified that your underperformance is due to capability, your manager will work with you to develop an informal action plan that identifies areas for improvement, what measures or additional support is needed and the timescales for improvement. These will vary on a case by case basis and will depend on the nature of the underperformance.

Managers should contact the People Team (Case Management) before issuing any informal improvement plans to discuss the objectives requires.

In situations where the reasons for underperformance are not linked to capability or they are a mix of capability and conduct, your manager will address any conduct issues in line with our Disciplinary Policy.

## 5. The Formal Procedure – Stage 2, 3 & 4

In situations where underperformance issues are more serious and/or informal conversations have not led to the required improvements, your manager may invite you to attend a First Stage Capability Review Meeting. Managers should log all cases with a member of the People Team.

At any formal meeting, you have the right to be accompanied by a colleague or an official representative. It is your responsibility to make the arrangements and you should let the manager know who will be attending in advance.

It is important to note that whilst formal, this process is to help and support you reach the required levels of performance.

Meeting Stage	Purpose	Possible Sanction
1 <sup>st</sup> Stage	An informal review of objectives set.	If no improvement made, a letter of concern will be issued and further meetings will be formalised.
2 <sup>nd</sup> Stage – Capability Review Meeting	A first formal review of your performance improvement plan.	Written warning – 12 months
3 <sup>rd</sup> Stage – Capability Review Meeting	A second formal review of your performance improvement plan.	Final written warning – 12 months

Final Stage – Capability Review Meeting	A final review of your PIP where we will consider your ongoing employment on the grounds of capability and consideration will be given to suitable alternative employment options. At this stage, the meeting will be held by an appropriate person at the next level. In the unlikely event that your employment is terminated, you will receive payment in lieu of notice.	Demotion, Redeployment, Termination of Contract, Re-issue Final Written Warning.
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The timescales for improvements set and how long the process takes end to end will depend entirely on the nature of the underperformance issue.

Where a colleague raises a grievance during the Performance Improvement Procedure, it will not normally be delayed to deal with the grievance unless the two are directly connected, however, it may be appropriate to deal with both issues together.

## 6. Potential Outcomes

At each stage of the procedure, any outcome may be accompanied by a sanction. Should you receive a written sanction, it will remain live for the appropriate period of time and disregarded should performance improve. If your performance improves following the review meeting and there is no requirement to move to the next stage of the procedure, the warning will remain live in the event any further performance issues are highlighted.

Should your performance not improve you will be invited to a final stage capability review meeting, where your PIP and all objectives will be reviewed in full. If your performance has not improved to the required level, the possible outcomes are:

- Extension to any live final written warning.
- Demotion: this may include a loss of seniority, grade, bonus, or salary.
- Redeployment: to another vacant role that may be deemed more appropriate as an alternative to dismissal.
- Termination of contract: your contract of employment may be terminated, and you will receive payment in lieu of notice.

## 7. Appealing the Outcome

You will have the right to appeal at each stage of the Performance Improvement Procedure. Any appeal should be made in writing to the relevant appeals manager, within 7 calendar days of receiving your outcome letter. There are three reasons that allow you to appeal the outcome:

1. You have further evidence or would like to submit evidence that was missed in the previous meetings.
2. You believe the performance process and/or procedure was not followed correctly.
3. You don't feel the final decision was appropriate to the situation.

The appeal manager will be completely impartial and may ask further questions to help them understand the situation in more detail to ensure they reach an appropriate conclusion. They will normally confirm their decision in writing within 10 working days.

Once an appeal outcome has been issued, there is no further right to appeal.