**Performance Improvement (PIP)Procedure**

This procedure will be used if your performance has been identified as falling below an acceptable level. It aims to provide a framework for resolving the issue, ideally through improving your performance. As a last resort, the policy specifies the circumstances in which you may be redeployed to more suitable work or dismissed on the grounds of capability.

Before this procedure is engaged, you will receive feedback from your line manager, setting out the concerns about your performance and how it can be improved. This procedure is designed to be used where such informal discussions do not lead to you improving your performance to an acceptable level.

If your poor performance is believed to be the result of deliberate negligence or if you have made serious errors to the detriment of the Company, we may decide to use our resolution procedure instead.

**STAGE 1 Informal Discussion Stage**

You will have an informal meeting to discuss concerns regarding your performance. The meeting will be conducted by your line manager, who will inform you of the nature of the problem.

Following a discussion of the problem, your line manager may choose to:

* take no further action;
* refer the matter for investigation under the disciplinary/resolution procedure; or
* issue guidance to you on what you need to do to improve your performance and confirm this in writing via an informal Performance Improvement Plan (PIP)

**What is a PIP?**

A PIP is a series of measures designed to help improve your performance. Each measure will ideally be agreed upon with you, although we reserve the right to insist on any aspect of the PIP without such agreement.

Each PIP will be tailored to the situation but will contain the following elements:

**Timescale**

The overall timescale in which the necessary improvement must be achieved will be set out, together with the timescale for reaching individual milestones where appropriate. Typically, this will be 4 to 6 weeks unless the tasks are infrequent and the timescales need to be longer.

**Targets**

The PIP will specify the areas in which improved performance is needed and set out how and on what criteria your performance will be assessed. Specific targets must be set by the programme's end or at identifiable stages within it.

**Measures**

The PIP will specify what measures we will take to support you in improving your performance. Such measures may include training, additional supervision, the reallocation of other duties or the provision of additional support from colleagues.

**Feedback**

As part of the PIP, you will be given regular feedback from your line manager indicating the extent to which you are on track to deliver the improvements set out in the plan. You should agree on how often the feedback is with your line manager, dependent on the timescales for improvements and the frequency of the tasks.

If, at any stage, the PIP is not progressing satisfactorily, a further meeting may be held with you to discuss the issue. As a result of such a meeting, we may amend or extend any part of the programme.

**Review**

Your performance will be reviewed with you at the end of the PIP. If satisfactory progress has been made, you will be notified using the PIP document agreed upon at the start of the process.

However, if your line manager feels that progress needs to be improved, they may decide to extend and/or amend the PIP to such an extent as your line manager considers following appropriate discussion with you. Alternatively, your line manager may hold a further meeting under Stage 2 of this procedure.

**STAGE 2:Performance Review Meeting**

If Stage 1 does not improve your performance, you will be invited to a Stage 2 performance review meeting.

The invitation will set out the respects in which your line manager believes that your performance still needs to improve to an acceptable standard. You will be entitled to be accompanied by a fellow employee or a trade union official.

The purpose of a performance review meeting is to discuss your performance and agree on what measures should be taken, to support you in attaining the required improvement in your performance. Your line manager will conduct the meeting.

You will be given an opportunity to respond to any concerns regarding your performance and to put forward any explanation you may have for the matters identified by your line manager as amounting to poor performance.

The outcome of the meeting may be:

* a decision to take no further action;
* a decision to refer the matter for investigation under the resolution/disciplinary procedure;
* a written warning for up to typically six months.

A written warning will be issued to you if the hearing concludes that reasonable steps have been taken by your us that should have allowed you to perform to an acceptable standard but that these measures have not worked. The warning will explain the nature of the improvement required in your performance and state that the improvement must be immediate and sustained. If you are issued with a written formal warning in accordance with this procedure, you will have a right of appeal.

**Review meeting**

At the end of the PIP, your performance will be reviewed. If satisfactory progress has been made, you will be notified in writing.

However, if your line manager feels that progress needs to be improved, they may decide to extend and/or amend the PIP to the extent your line manager considers appropriate. Alternatively, your line manager may refer the matter to a meeting under Stage 3 of this procedure.

**Ongoing review**

After completing a PIP, your performance will continue to be monitored. If at any stage during the following 12 months, your performance again falls below an acceptable standard, your line manager may decide to initiate Stage 3 of this procedure.

**STAGE 3:Performance Review Meeting**

If the PIP has yet to lead to sufficient improvement in your performance, you will be invited to attend a formal performance review meeting. The invitation will set out the respects in which your line manager believes that your performance still needs to improve to an acceptable standard.

A member of management will conduct the hearing. You will be entitled to be accompanied by a fellow employee or a trade union official.

At the hearing, you will be given an opportunity to respond to any criticism of your performance and to make representations about any aspect of how the process has been managed.

The outcome of the meeting may be a decision to:

* take no further action;
* refer the matter for investigation under the disciplinary procedure;
* institute another performance improvement programme – typically, this will be up to three months; or
* issue a final written-up warning to you

A final written warning will be issued to you if the hearing concludes that reasonable steps have been taken by your us that should have allowed you to perform to an acceptable standard but that these measures have not worked. The warning will explain the nature of the improvement required in your performance and state that the improvement must be immediate and sustained. It will also explain that you may be dismissed if the necessary improvement does not occur.

The warning will remain current for 12 months, after which it will cease to have an effect. If you are issued with a final written formal warning in accordance with this procedure, you will have a right of appeal.

**STAGE 4:Dismissal**

If you have been issued a warning under Stage 3 above that remains live, and your line manager believes your performance is still unacceptable, the matter may be referred to a performance dismissal hearing.

You will be informed in writing of the grounds on which the hearing is being convened. You will be told of the respects in which your performance remains below an acceptable level.

A senior member of management will conduct the hearing. You will be entitled to be accompanied by a fellow employee or trade union official.

At the meeting, you will be able to respond to any criticisms made of your performance and make representations about how the situation should be treated.

The outcome of the meeting may be:

* a decision to take no further action;
* the issuing of another performance management warning;
* an offer to redeploy you to alternative work; or
* a decision to dismiss you.

Any offer to redeploy you will be entirely at our discretion. Such an offer will be made only where we are confident that you will be able to perform well in the redeployed role. It will normally be offered only as an alternative to dismissal when we are satisfied that you should no longer be allowed to continue working in your current role. While you can refuse any offer of redeployment, the only alternative available will usually be dismissal.

If you have yet to meet an acceptable standard of performance and we believe there is no alternative role available and suitable for you, they may decide to dismiss you. Any dismissal will be with full notice or payment in lieu of notice. Any dismissal decision and reasons will be set out in writing and sent to you.

**Appeal**

You have a right of appeal against a sanction issued under stages 3 or 4 of this procedure. A request for an appeal should be sent in writing within 5 working days of being informed of the sanction. Your letter should set out the grounds on which you believe that the decision was flawed or unfair.

An appeal hearing will be convened to consider the matter. It will be chaired by an appropriate manager. You will be entitled to be accompanied by a fellow employee or a trade union official.

At the hearing, the decision to impose the sanction will be reviewed and you will be entitled to make representations about the appropriateness of that decision.

The result of the hearing will be either to confirm the sanction or substitute any outcome that was available to the panel conducting the hearing at which the sanction was imposed on you.

The outcome of the appeal will be confirmed to you in writing, explaining the grounds on which the decision was reached. The outcome of the appeal will be final.

**Data protection**

We process any personal data collected during the performance improvement procedure in accordance with our [data protection policy](https://www.xperthr.co.uk/policies-and-procedures/data-protection-policy/162690/). Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of completing the performance improvement procedure. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with our data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under our disciplinary procedure.