



Policies

PERFORMANCE IMPROVEMENT POLICY

1. Purpose

Hatch Warren Under Fives and Kempshott Under Fives Preschool, hereafter referred to as the "Preschool" is committed to supporting employees to achieve the maximum potential in their role and to maintain and build upon a culture of high performance. It is recognised however, that there may be occasions when an employee's performance is below expectations and additional support and encouragement is needed to help them to improve. This policy provides a clear framework for managing such situations and to ensure fair and effective management of employees who are falling below the required standard of performance. The policy will be applied fairly, according to the work and circumstances of the employee concerned and the impact of their poor performance, and is designed to ensure that employees are treated consistently.

2. Scope

This policy applies to all employees of Hatch Warren Under Fives and Kempshott Under Fives Preschool.

The application of this policy is discretionary and does not form part of the employee's contract of employment. The Preschool reserves the right not to apply the Performance Improvement Policy, or to apply it in a modified form, in particular circumstances.

Preschool reserves the right to amend this policy at any time.

3. Policy Details

Employees have a contractual responsibility to perform to a satisfactory level and are responsible for their own performance and continued development in their role.

Most performance concerns can be resolved informally through effective communication between managers and employees. However, it is at the Preschool's discretion to commence the Performance Improvement Procedure at the most appropriate stage, depending on the seriousness of the concerns regarding the employee's performance, the seniority of the employee within the organisation and the impact on the Preschool.

Where poor performance is deemed to be due to negligence, lack of application or misconduct on the part of the employee, then the disciplinary policy will normally be invoked. At any stage of the procedure, consideration will be given to invoking other Preschool policies where appropriate. These may include the Disciplinary or Absence Policies.

3.1 Informal stage

When performance falls below the expected standard the employee will be advised as to the area(s) where improvement is required and through informal counselling, be offered assistance to achieve the expectations of their role. The cause of the underperformance will be discussed and investigated to identify the reason and assist in ensuring the right support is offered to the employee.

Where it is identified that an employee's performance requires improvement due to a gap in the required knowledge, skills or ability, the employee will be provided with training and coaching, as appropriate, and a reasonable time period will be set to enable the employee to achieve the necessary standard.

Regular reviews will take place to assess the improvement made and normally a Performance Improvement Plan will be given to the employee specifying what improvements are required and the timescales to achieve these by.

3.2 Stage 1 formal review

Where an employee's ability to perform the duties of their role is still in question or where the concerns are more serious and it is deemed appropriate to proceed straight to formal review stage, a stage 1 formal review meeting will be held, which the employee will be formally invited to.

The outcome of the first formal review meeting will be confirmed in writing to the employee. The outcome may constitute a Written Warning, which will remain live for 6 months and will be held on the employee's personnel record.

3.3 Stage 2 formal review

Where concerns continue with an employee's performance despite support and coaching at stage 1, or where the concerns are sufficiently serious to proceed straight to the second formal review, a stage 2 formal review meeting will be held, which the employee will be formally invited to.

The outcome of the second formal review meeting will be confirmed in writing to the employee. The outcome may constitute a Final Written Warning, which will remain live for 12 months and will be held on the employee's personnel record. The employee will be advised that failure to achieve the required standards in the set timescales may result in further action being taken up to and including dismissal.

3.3 Stage 3 formal review

In the event that an employee's ability to perform their role is still in question despite support and coaching at stage 1 and 2, or where the employee's performance may amount to gross incompetence and it is deemed appropriate to proceed straight to the final formal review stage, a stage 3 formal review meeting will be held, which the employee will be formally invited to.

The outcome of the third formal review meeting will be confirmed in writing to the employee, which may be dismissal.

3.4 Overview of formal stages

At stage 1 and 2 the employee will be advised of where their performance requires improvement, the expectations of the role and the timescales to meet to achieve satisfactory performance. At stage 3 a review of the action taken, support provided and timescales will be discussed.

At any stage of the procedure, if the employee has shown signs of a significant improvement, further time may be given to reach the expected level and/or to maintain the improvement made.

In the event that the employee is unable to attend the scheduled formal review date, an explanation should be provided as to why they are unable to attend. The Preschool will then consider whether to rearrange the hearing. If the employee is unable to attend a hearing through circumstances outside of their control the Preschool will normally re-arrange the hearing.

3.5 Right to be accompanied

At all formal stages the employee has the right to be accompanied by a workplace colleague, Trade Union or Preschool Learning Alliance Representative. The employee should not request accompaniment by a colleague whose presence would prejudice the hearing or who might have a conflict of interest. The Preschool may request the employee to choose a different companion where it believes this could be the case.

If the appointed workplace colleague, Trade Union or Preschool Learning Alliance Representative cannot attend the hearing on the date arranged, the employee should notify the manager chairing the meeting of an alternative date as far in advance of the meeting as possible. Provided that the alternative date is reasonable the Preschool will, as far as reasonably practicable, re-arrange the meeting for that date.

3.6 Appeal

Where a formal sanction is issued or dismissal is the result, the employee has the right to appeal in line with the Appeals Policy.

This policy was adopted at a meeting of the Preschool held on:

Signed on behalf of the Preschool _____