

PERFORMANCE MANAGEMENT POLICY

Introduction

We aim to create a culture where all team members meet the high standards of performance (capability) that we expect. This policy ensures transparency of the process on performance that we operate in a fair and consistent way, in line with our values at Cove Communities UK.

The purpose of this policy is to help you understand the procedure that will be followed if a team member is not delivering the performance required, so that they have a fair chance to rectify the situation and standards are maintained.

What is covered?

This policy details the procedure that the company will follow and actions that may be taken if a team member is not delivering to our required performance standards. Covered below are performance improvement plans and procedure, followed by what happens if performance stays the same.

How will it work?

Team leaders or managers will identify what needs addressing with an individual's performance. Team members should be advised both verbally and in writing what action the Company will be taking to support them and the business in achieving our vision, mission and values.

Should the team members performance not be to the required Company expectations then its purpose is to provide a framework for resolving poor performance in a fair and supportive manner.

Who is this guide for?

This policy applies to all team members. It does not cover those who are self-employed, contractors or agency workers. This policy does not form part of your terms and conditions of employment, and we reserve the right to amend this policy at any time. We may also vary, adapt and amend the procedure, including any time limits, as appropriate in any individual case.

Note: If your team member has a disability or otherwise requires further support as part of this process for example if English is not your first language, you should discuss this with Human Resources as soon as possible.

PERFORMANCE MANAGEMENT

At Cove Communities UK it is important that all our team members have a clear understanding of the standards of work expected from them and how we will support them achieving these.

How is performance reviewed?

We want to be a place where performance standards are at the heart of our vision, mission and values. This requires the Company to make sure that everyone is fully trained to do their job and have the tools and resources required in their role.

Performance is reviewed regularly through a number of different channels including induction, probationary periods, on-job coaching and constructive feedback from Managers, and feedback from customers. We also use 1:1's, setting achievable goals, and formal performance reviews to support team members development. These meetings are an opportunity for Managers to give praise, celebrate achievements, give stretch goals and highlight any areas where improvement may be needed.

What if performance is below the expected standard?

The above ensures any under performance is spotted at the earliest opportunity so it can then be addressed promptly in order to get the team member back on track. In most cases actions can be agreed to remedy any gaps in knowledge or skills.

Stage 1 The Informal Approach

In the first instance, performance issues should normally be dealt with informally between you and your manager as part of day-to-day management. You will be invited to an informal meeting to discuss concerns regarding your performance. The meeting will be conducted by your manager. Your manager will inform you of the nature of the problem.

In this meeting together some short-term achievable goals will be agreed, which will be recorded and reviewed at the agreed timescales (normally 2-4 weeks). As this is not a formal meeting there is no right to representation or appeal. The information agreed should be placed on your file.

Following the informal meeting, your manager may choose to:

- take no further action;
- refer the matter for investigation under the disciplinary procedure; or
- issue guidance (Performance Improvement Plan) to you on what you need to do to improve your performance.

In most cases this should support you in getting back on track however, should your performance not improve to the expected standards your manager should consider whether there are grounds for taking formal action. If this is the case they should follow the formal process below.

Stage 2 – Performance Improvement Meeting

Where stage 1 does not lead to a satisfactory improvement in your performance, you will be invited to a performance review meeting.

The purpose of this meeting is to discuss your performance and decide what measures should be taken to help you to improve your performance to an acceptable level. The meeting will be

conducted by your manager. Where it is considered appropriate, a member of the HR department may also be present.

At the meeting, you will be given an opportunity to ask questions, comment on the issues and put forward any explanation you may have for the matters identified by your 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 disciplinary procedure; or
- the implementation of a performance improvement plan (see below).

Performance Improvement Plan

A performance improvement plan is a series of measures designed to help you to improve your performance. We will seek to agree each measure with you, but reserve the right to insist on any aspect of the performance improvement programme if agreement cannot be reached.

Each programme will be tailored to the particular situation, but will cover the following elements:

Targets

The particular areas in which improved performance is needed and on what criteria your performance will be assessed. Where appropriate, we will set specific targets that will need to be achieved either by the end of the programme or at identifiable stages within it.

Timescale

The overall timescale in which the necessary improvement must be achieved, together with the timescale for reaching individual milestones where appropriate.

Measures

The measures we will take to support you in improving your performance. This may include:

- training;
- additional supervision;
- the reallocation of certain duties; and
- the provision of additional support from your colleagues.

Feedback

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 programme.

If, at any stage during the programme, your manager feels that your performance is not progressing in a satisfactory way, a further meeting may be held with you to discuss this, and where appropriate, your programme may be amended and/or extended.

Review

At the end of the programme, your performance will be reviewed. If satisfactory progress has been made, we will confirm this in writing. If your manager feels that satisfactory progress has not been made, your performance improvement programme may be extended and/or amended.

Alternatively, you may be asked to attend a formal hearing under stage 3 of this procedure (see below).

Ongoing review

Following the successful completion of a Performance Improvement Plan, your performance will continue to be monitored. If, at any stage during the following 12 months, your performance again starts to fall short of an acceptable standard, your manager may decide to initiate stage 3 of this procedure.

Stage 3 Formal Hearing

Where stage 2 does not lead to a satisfactory improvement in your performance, you will be invited to a formal performance management hearing.

You will be informed in writing (with 48 hours notice) of the grounds on which the hearing is being convened. The letter will set out sufficient information and examples of why your manager believes your performance still falls short of an acceptable standard.

The hearing will be conducted by a different Manager or line manager and a member of the HR department. You will be entitled to be accompanied by a fellow team member or a trade union official.

At the hearing, you will be given an opportunity to ask questions, comment on the issues and to put forward any explanation you may have for the matters identified by your manager as amounting to poor performance.

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; or
- issue a formal warning.

A formal warning will be issued if it is concluded that reasonable steps have been taken 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 that is required in your performance and state the timescale for making these improvements. It will also explain that, if the necessary improvement does not take place, you may be dismissed.

The warning will remain current for a period of 12 months, after which it will cease to have effect.

Where you are issued with a formal warning in accordance with this procedure, you will have a right of appeal.

Stage 4 - Dismissal hearing

If you have been issued with a warning under stage 3 that remains live and your manager believes that your performance is still not acceptable, the matter may be referred to a performance dismissal hearing.

You will be informed in writing (with 48 hours' notice) of the grounds on which the hearing is being convened. The letter will set out sufficient information and examples of why your manager believes your performance still falls short of an acceptable standard.

The hearing will be conducted by different manager authorised to make dismissal decisions, accompanied by member of the HR department. You will be entitled to be accompanied by a fellow team member or trade union official.

At the meeting, you will be given an opportunity to ask questions, comment on the issues and to explain any issues around your performance or mitigating circumstances.

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 the employee to alternative work; or
- a decision to dismiss the employee.

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 as an alternative to dismissal only in circumstances in which we are satisfied that you should no longer be allowed to continue to work in your current role. While you are free to refuse any offer of redeployment, the only alternative available will usually be dismissal.

If we believe that there is no alternative role available and suitable for you and that you have not met an acceptable standard of performance, you may be dismissed. A decision to dismiss will only be taken by a manager who has the authority to do so.

The decision to dismiss together with the reasons for dismissal will be set out in writing and sent to you. Any dismissal will be with full notice or a payment in lieu of notice.

Where you are dismissed in accordance with this procedure, you will have a right of appeal.

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 to Human Resources within five 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 a more senior manager than the manager who conducted the original hearing. You will be entitled to be accompanied by a fellow team member 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 those conducting the hearing.

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.