

# **MANAGING SUPPORT STAFF POOR PERFORMANCE AND ATTENDANCE**

## **POLICY AND PROCEDURE**

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## **1. Introduction**

- 1.1 The culture of Thames Valley Police and the police service in general is changing. The introduction of the Sickness Management Policy and performance targets and indicators, together with unsatisfactory performance procedures for police officers, are indicative of these changes. At the same time, it is recognised that the organisation values its staff and the contribution they make to achieving the Force's objectives. During times of personal life crisis, organisational change, personal and/or family illness, care and consideration must be given to staff not achieving acceptable work standards, as well as recognising that, very often, the low performance and/or absence of one staff member has the effect of increasing the workload and possibly the work pressure on his/her fellow employees.
- 1.2 High absence rates and poor performance involve costs in terms of contractual sick pay, increased overtime payment, lower standards of service, disrupted workflow and lowered morale. This may be especially so if other employees believe that managers should be doing more to address the issues with the individual concerned. It is therefore essential to reduce to a minimum the incidence of poor performance and absenteeism in the workforce.
- 1.3 In order to achieve an acceptable level of performance, a procedure is required to assist managers and staff in addressing problems associated with poor performance and absence.

## **2. Purpose**

- 2.1 The purpose of this policy is to provide support staff with information relating to the way in which the organisation intends to identify and deal with issues of poor performance, ill health and absence. In addition, it provides line managers and supervisors with a procedure for dealing with these issues in a fair and equitable manner, where the interests of both the organisation and the individual are taken into account.

## **3. Poor Performance, Ill Health and Absence Issues**

### **3.1 Definitions:**

- a) Poor Performance (capability) may be assessed by reference to skill, aptitude, health or any other physical or mental quality.
- b) Ill Health is an illness or accident where there is a change in the employee's physical or mental condition which seriously affects their ability to do the job.
- c) Absence means any time when an employee is not at his/her workplace when contractually required to be available for work.

3.2 Poor performance and absence may be caused by a number of factors, including poor workplace conditions (including the environment), harassment, bullying and changes in work techniques or job requirements. Managers must take account of all relevant factors when dealing with issues of poor performance/attendance.

3.3 Examples of problems that may be addressed through the use of this procedure are:

a) Poor performance (capability), which may be attributable to one or more of the following:

i) Irredeemable Incapability

When an individual is not capable of performing to the standards required and is not able to reach that standard.

ii) Performance Standards

Poor workmanship, quality and quantity of work production below acceptable standards.

iii) Inadequate performance after promotion

When an employee proves incapable of performing the duties of a job following promotion into it.

iv) Changes in Working Practices

Where an employee is not capable of assimilating new working practices or techniques and 'redundancy' does not exist.

v) General carelessness

Where there are issues relating to work accuracy, presentation or inability to meet deadlines or avoiding certain aspects of the job.

b) Qualifications

Where there is a lack of 'qualification' to carry out the work for which a person is employed. This refers to any degree, diploma, or other academic, technical or professional qualification, as a requirement of the position which the employee holds. This could include the loss of such a 'qualification' after employment has commenced.

c) Ill Health

i) Long Term Sickness Absence when an employee is absent from the workplace for a period of 28 consecutive days or more. Managers will normally be dealing with the sickness by using the Sickness Management Policy.

- ii) When an individual is not absent, but, as a result of illness or accident which has caused a change in his/her physical or mental state, is not capable of performing to the required standards.
- d) Sickness absence of a regular, persistent and predictable nature
  - i) The absence often takes the form of a pattern of one or two days, especially near weekends, public holidays or annual leave. Such absence may be for sickness or other personal reasons but it is often difficult to determine the true cause. However, persistent short term and long term sickness may also be an indication of difficulties in the workplace.
  - ii) Careful consideration should be given to whether the employee is under-performing and how this poor performance is measured, for example through the PDR process.
  - iii) Issues of poor performance/attendance which are a result of the employee's neglect of duty rather than a lack of ability to carry out the duties of the job should be dealt with under the Civilian Disciplinary Procedure.

#### **4. Relationship with other Policies, Procedures and Legislation**

- 4.1 In some cases, it may be more appropriate or necessary to deal with matters of poor performance/attendance by using other policies and procedures, for example, Sickness Management, Discipline or Responsive Personnel Planning. If a supervisor is in any doubt about the appropriateness of a particular policy, they should discuss the matter with the Area/Departmental Personnel Manager before proceeding.
- 4.2 The Performance and Development Review (PDR). Poor performance should be addressed at the time it is first noticed and should not be left until the PDR meeting. However, it is important for line managers and supervisors to ensure that any poor performance is also considered at a PDR review meeting and properly documented at that time.
- 4.3 The Sickness Management Policy. The Sickness Management Policy sets clear guidelines for dealing with both short-term and long-term absence and pay issues. If the line manager or supervisor has any reason to believe that the poor performance may be the result of a medical problem, the matter must be discussed with the employee. The Area/Departmental Personnel Manager, may arrange for a referral to Occupational Health.
- 4.4 The policy clearly sets out the responsibilities of the Sickness Monitoring and Health Advisory Group (SMHAG), including the determination of sick pay, the monitoring of long term sickness and return to work interventions.

- 4.5 Support Staff Disciplinary Procedures. Managers embarking upon an investigation into the unsatisfactory performance/attendance of an employee should initially determine whether the member of staff can't or won't carry out the duties of his/her post to an acceptable standard. The Occupational Health Physician may be of assistance in this assessment. If it is decided that disciplinary action is appropriate then the Support Staff Disciplinary Procedures must be followed.
- 4.6 Disability Discrimination Act 1995 - Guidelines. The Disability Discrimination Act 1995 makes it unlawful to discriminate against civilian employees because of reasons related to a disability, including those sustained during the course of their employment. The definition under the Act classes a disabled person as one with a "...physical or mental impairment which has a substantial or long-term adverse affect on their ability to carry out normal day-to-day activities".
- 4.7 Certain disabilities which may arise in work performance/capability matters are excluded from the Act. These include alcohol and tobacco dependency, personality disorders, hayfever, deliberately acquired disfigurement etc. In circumstances where disability issues have been identified in any case of poor performance, advice should be taken from the Equal Opportunities Officer and the Occupational Health Physician before action is taken.
- 4.8 Equal Opportunities in Employment Policy. Where there are performance and attendance issues, this policy will be applied equally to all employees. Treating people differently, because of their gender, race or disability may result in Employment Tribunal claims. Concerns of this nature should be referred to the Area/Departmental Personnel Manager or Diversity Manager at Headquarters.
- 4.9 Responsive Personnel Planning Policy. It may sometimes be necessary for the organisation to consider changes to its structure and/or working practices in order to ensure its objectives are met. These changes may include training and developing existing employees to take on different work, re-structuring jobs and reorganising departments, etc. Some employees may find themselves unable to respond to these challenges and their performance may suffer. The Responsive Personnel Planning Policy provide guidance for line managers and supervisors on this subject.

## 5. Opportunities for Redeployment

- 5.1 Although there is no absolute requirement for employers to seek alternative employment in capability/attendance cases, there may be occasions when the offer of other work represents a sensible solution. Consideration of alternative employment may be given at any stage of the procedure, particularly when it appears that dismissal may be a possibility. Each individual case must be considered on its merits and must be fully discussed with the employee concerned. However, serious consideration must be given to the suitability of any alternative job offer, because redeployment to a lower paid or graded post could, without the agreement of the employee, lead to a claim for unfair dismissal.

- 5.2 An offer of alternative employment should only be made after reasonable efforts have been made to improve the employee's work performance/ attendance. Any offer and acceptance of alternative employment must be confirmed in writing with a new contract of employment being issued. There is no salary or allowance protection contained within this policy.
- 5.3 If apparently suitable alternative employment is identified, it may be reasonable to consider a trial period before a final decision is made. In such circumstances, the manager must discuss the case with the Area/Department Personnel Manager before any offer of a trial period is made.

## **6. Health Issues (Including Retirement)**

- 6.1 Medical advice from the Occupational Health Physician must be sought in all cases of poor performance where a health problem is suspected. Any decisions made by the manager must take into account that advice. Decisions should be made with the knowledge (and preferably agreement) of the employee, to provide the employee with every opportunity to improve their health.
- 6.2 Managers can only proceed on the basis that they have reasonable grounds for believing that a course of action is correct. Therefore, any investigation must be adequate and properly carried out. In respect of medical matters, this means a full investigation by the Occupational Health Physician and within the constraints of confidentiality.
- 6.3 Where the employee is certificated by the Occupational Health Physician to be permanently incapable of performing the duties of their employment or another comparable employment with the Force, it will be appropriate to consider ill health retirement. An employee or manager who considers that such a course of action is necessary, should consult with their Personnel Manager from whom further information may be obtained.

## **7. The Procedure**

- 7.1 The objective of this procedure is to assist the supervisor or line manager in identifying the reason for the poor performance/attendance, and by so doing, enable the correct remedy to be applied to the situation. Opportunities for re-deployment must be fully explored during all stages of this procedure. At stage 3 it may be necessary to consider dismissal. The decision to follow this course of action will not be taken lightly and only after a full investigation of the facts, a hearing and full use of this procedure.
- 7.2 Line managers and supervisors are usually the best people to detect the signs of deteriorating performance or sickness/absence patterns by individual staff members at an early stage and take corrective action.
- 7.3 Line managers and supervisors must seek advice from the appropriate Personnel Manager both before and at any stage during the process.

## **8. Stage 1 - Informal Procedures**

- 8.1 An essential part of effective line management is that supervisors and managers are aware of the contributions of their staff to meeting the aims and objectives of the organisation. They should be aware of each individual's work performance and/or sickness absence, praising good work and addressing issues of poor performance/attendance as and when they occur, without the need for a formal framework. Occasional lapses are best dealt with informally and as soon as possible through discussion with the individual concerned. The fact that standards of performance/attendance have not met the expected level must be made clear to the individual and supported by factual examples.
- 8.2 In the meeting the manager should:
- a) Explain the standard of work/attendance required.
  - b) Identify the gap.
  - c) Evidence poor performance/attendance.
  - d) Consider what support is necessary.
- 8.3 In addition, the discussion at the meeting should include whether both parties feel that the manager's standards are fair and reasonable, and whether the employee has identified changes in the job itself or whether there are any health, personal or work problems of a general nature which have affected his/her work performance/attendance.
- 8.4 In cases other than long term sickness absence, once any underlying factors have been identified which either the manager or employee feels may be contributing to the problem, they should try to decide on a solution. An action plan will be designed to tackle the specific problem(s) facing the individual. Specific targets for improvement can be set and suitable opportunities arranged to assess performance/attendance.
- 8.5 There is no specific time scale for this plan to run before success or failure to achieve set targets for improvement is measured. Review periods may be different depending on the nature and severity of the problem. It may be that the problem can be corrected in six weeks or, if it is a more complex one, it might take longer to rectify. Regular monitoring must take place within that period. Progress or lack of it, should be clearly documented and discussed with the employee.
- 8.6 Where the reason given for poor performance/attendance relates to the employee being unsure of or unable to perform certain work tasks, the appropriate response may be training, encouragement, support and closer supervision.
- 8.7 If the employee is absent from work, or if there is a delay while waiting for a specific training course, which takes up any substantial part of that review period, the period should be extended so that a fair assessment is made.

- 8.8 Following the meeting, it is essential that a report is prepared and copied to the employee concerned detailing the discussion and giving the manager's decision on what action is to follow, including the time scale in which the action will take place. The report should also advise the employee that failure to reach an acceptable level of performance/attendance in the future, following the implementation of these measures, will result in an official warning.
- 8.9 At the end of the review period, as determined by the action plan, a further meeting between the supervisor or line manager and the employee should be arranged to discuss the current performance/attendance. If the standard is acceptable, the meeting should concentrate on how the employee will maintain that standard. The use of this procedure will then cease. Copies of all documentation will be held on the employee's personal file for six months and then destroyed.
- 8.10 Should the action plan not resolve the issues and performance/attendance, it will be necessary to continue with the procedures outlined below.
- 8.11 Long-Term Sickness Absence. In the case of long term sickness absence, the informal procedures may commence when the line manager meets with the individual in accordance with the Sickness Management Policy. It is essential that due consideration is given at all times to the health of the employee and, when appropriate, the support of the Welfare Department and Occupational Health Unit is offered.

## **9. Stage 2 (i) - First Formal Meeting**

- 9.1 If the individual's performance/attendance has not improved, a meeting of the line manager or supervisor and the employee should be arranged. The employee should be informed in writing, at least fourteen days in advance, of the reason for the meeting and given a set date, time and venue. In addition, a copy of this procedure should be enclosed. The written notification should give details of the areas of concern and should provide the employee with an opportunity to respond to the issues raised. The employee should be made aware of their right to have a 'friend', who must be an employee of Thames Valley Police, or a UNISON representative present at this interview to provide support and advice.
- 9.2 At the meeting the Line Manager must ensure that:
- a) If not accompanied by a friend of UNISON representative, the employee's right to be accompanied has been repeated.
  - b) It is confirmed that the formal procedure, which may lead to dismissal, is commenced.
  - c) The specific areas of under-performance/attendance are stated and made clear.



- d) The employee is given the opportunity to respond to these points and offer his/her interpretation of events and possible solutions.
- e) The required improvements are clearly explained, together with time scales over which they are to be achieved.
- f) The employee is advised of appropriate welfare support that is available if required.
- g) A formal written warning is issued advising that failure to improve performance/attendance may result in dismissal (sample letter at Appendix D).
- h) A record of the meeting is made and kept for future reference. Copies of all documentation will be held on the Employee's personal file for a period of six months after the process has been completed (at any stage).

9.3 Factors to be considered at the first formal meeting may include:

- a) Whether a review period is appropriate and, if so, what length should it be?
- b) What period the individual thinks is needed to overcome the poor performance/attendance.
- c) Whether the job is a management or supervisory post where a long review period may cause problems for both the staff supervised and senior managers.
- d) Whether the under-performance/attendance of the individual is placing an unfair burden on work colleagues.
- e) Whether there are other previously undisclosed reasons for the poor performance/attendance.

9.4 Regular monitoring of performance/attendance and regular feedback sessions should be carried out during the agreed review period to ensure that any problems on either side are raised and dealt with as early as possible.

9.5 At the end of the review period, as determined by the action plan, a further meeting should be arranged to discuss the current performance/attendance. If it is acceptable, the meeting should concentrate on how the employee will maintain the standard of work/attendance. The use of the procedure will then cease. If performance/attendance has not improved to the required standard, the manager should proceed to Stage 2(ii).

9.6 Long Term Sickness Absence. Although the use of this procedure may start at any time deemed appropriate by the manager, it should be remembered that employees have a contractual right to sick pay which is based on length of service. An individual would not normally be dismissed until the right to contractual sick pay had expired.

- 9.7 In cases where the employee is absent from the workplace, the formal meeting should be held at a convenient place, agreed by both the manager and the employee. This may be the employee's home, a police station or other venue. In some cases, it may be appropriate to discuss the circumstances of the particular case with OHU before proceeding as shown above. When the employee is unable to attend because of ill-health, it may be necessary to re-arrange the meeting. In exceptional cases, it may be necessary to hold a management meeting in the employee's absence. However, in such cases and where-ever possible, this will include a "friend" or UNISON representative in order to safeguard the interests of the employee.
- 9.8 In any event, it is essential that specific advice is obtained from OHU at each stage of the procedure regarding the employee's ability to return to work and/or long term prognosis.
- 9.9 In cases where the employee has been referred to OHU, the manager should discuss the result of any reports received and consider, in addition to the points outlined above:
- a) Any reasonable adjustment that could be made to enable him/her to return to the workplace, including reducing the hours worked (which may include a change in the employment contract and should therefore be discussed with the Area/Department Personnel Manager).
  - b) Looking for alternative work for the employee, in accordance with the provisions of the Disability Discrimination Act.
  - c) Rehabilitation duties, designed to return the employee to full capacity over a specific period of time.
  - d) Any other medical intervention that may be recommended.
  - e) The prognosis, if any, for a complete recovery or otherwise.
- 9.10 Following the meeting, the main details of the discussion must be put in writing to the employee who should be required to confirm the details of the report within five days of receipt. Copies of all documentation will be held on the employee's personal file for a period of six months after the process has been completed.

## **10. Stage 2 (ii) - Second formal meeting**

- 10.1 If the employee's performance/attendance does not improve following receipt of written advice, the employee should be invited to a further meeting, arranged as before and at which the Area/Departmental Personnel Manager is present.
- 10.2 The meeting should be conducted in the same way as before, with written evidence from the line manager or supervisor and the same issues being considered. The employee may be accompanied by a 'friend', who must be an employee of Thames Valley Police or UNISON representative.

- 10.3 The employee should be advised that a final written warning (see Appendix E) will be issued and that if his/her performance/attendance does not improve to the required level over the next review period this may result in his/her dismissal. In addition, the employee should be provided with a written record of the meeting together with details of any action plan, which should be acknowledged within five days of receipt. Copies of all documentation will be held on the employee's personal file for a period of six months after the process has been completed (at any stage).
- 10.4 At the end of this stage, a final review meeting should be arranged. If the employee's performance/attendance has improved and is satisfactory, the employee should be so notified when invited to the meeting, which will then concentrate on how the level of performance may be maintained. The employee may be accompanied by a 'friend', who must be an employee of Thames Valley Police or UNISON representative. The individual should be advised that, should the improvement not be sustained, the formal review process will begin again. The outcome of this meeting should be notified to the individual in writing, as before.

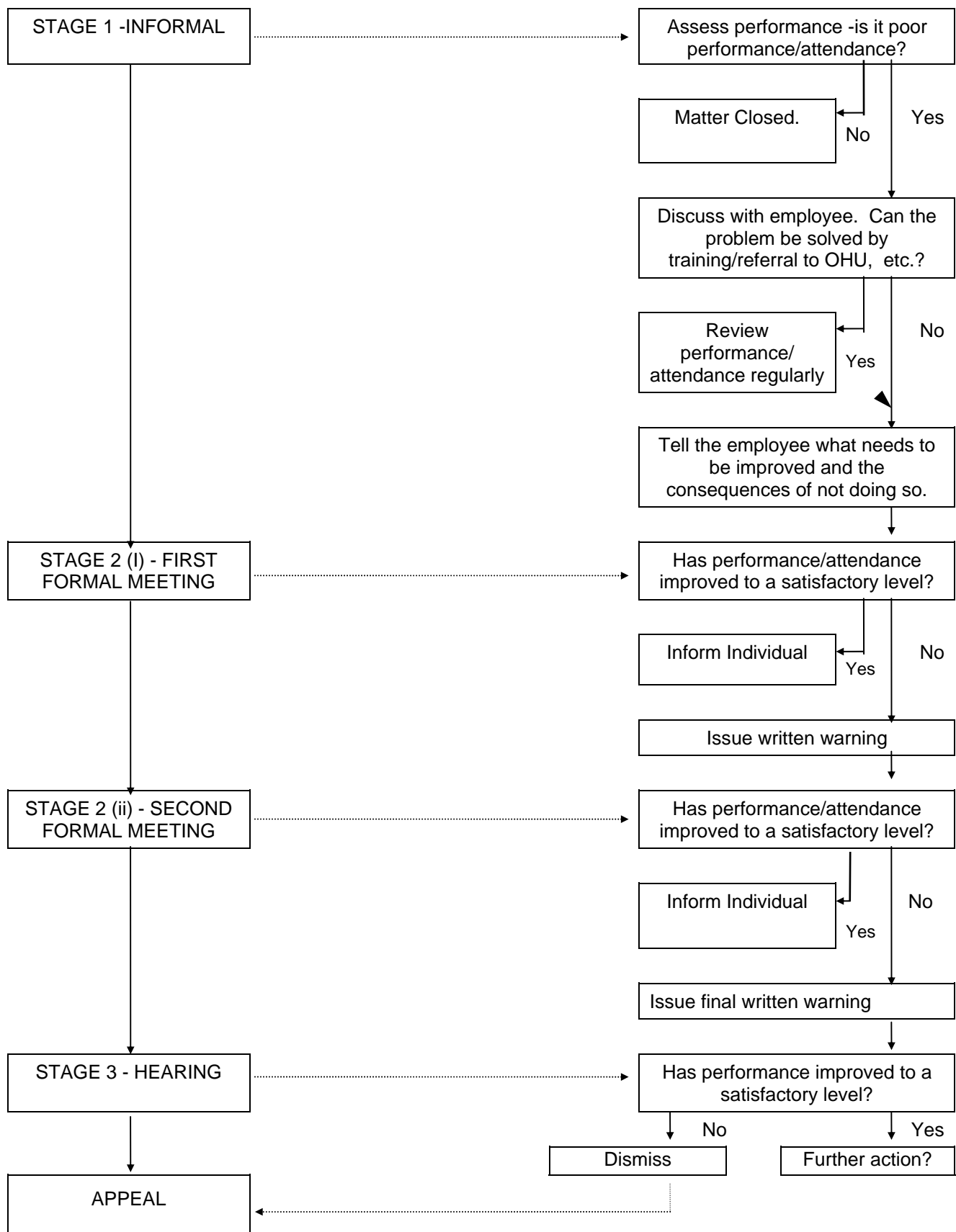
## **11. Stage 3 - The Hearing**

- 11.1 If the individual's performance/attendance has not improved, a hearing should be arranged in consultation with the Headquarters Employment Consultancy. A minimum of 14 days' notice of the hearing should be given, unless a shorter time scale is agreed with the employee, who should be informed, in writing, of the reason for the hearing, including the possibility of dismissal. The hearing will be chaired by the Director of Personnel, Finance and Services or in exceptional circumstances, the Head of Human Resources. The Area/Departmental Personnel Manager will provide the relevant information on behalf of the Area/Department and a member of the Headquarters Employment Consultancy will attend to advise the Chair of the hearing.
- 11.2 A report on the employee's progress should be provided by the manager and sent to the employee fourteen days prior to the hearing. Comments in writing on the contents of the report may be submitted by the employee, no later than five days before the Hearing.
- 11.3 At the hearing, the Personnel Manager may be required to answer questions put by the Chair of the hearing as well as the employee and his/her representative or friend. After hearing the evidence, the Chair of the hearing will determine:
- a) whether the employee should remain employed, or
  - b) be dismissed with appropriate pay in lieu of notice.

- 11.4 The decision should be notified in writing to the individual, by the Director of Personnel, Finance and Services as soon as possible, but in any case no later than five days after the hearing. If the decision is that the employee is to remain employed, the Chair of the hearing will determine any further action necessary, under the provisions of this policy. Copies of all documentation will be held on the employee's personal file for six months after the formal process has been completed (at any stage).

## **12. Appeal**

- 12.1 The employee has the right to appeal against a decision to dismiss. A written request, outlining the reasons for the appeal, should be made to the Police Authority through the Head of Human Resources, within 14 days of receipt of the decision to dismiss.
- 12.2 The appeal will be heard by a committee of the Police Authority, advised by the Clerk or another qualified solicitor acting on his behalf, neither of whom should have been previously involved in the case.
- 12.3 The employee may be accompanied by a 'friend', who must be an employee of Thames Valley Police, or a UNISON representative.
- 12.4 Additional documentary material in support of either the individual's case or that of the employer, should be forwarded to the other party, no later than seven days before the Appeal Hearing.
- 12.5 The employee, or his/her representative may present both verbal and written submissions, setting out the reasons why the decision to dismiss should be overturned. The Personnel Manager presenting the case for the employer should present the reasons why the decision to dismiss should be upheld. Both the employee and the manager may ask questions of each other to clarify any point. The panel members may similarly seek clarification of the employee and manager.
- 12.6 At the conclusion of the presentations, the Hearing will be adjourned and the panel will consider fully the circumstances, before reaching a decision.
- 12.7 Options available to the Appeal Hearing are:
- a) re-instatement to the post from which the employee was dismissed, or
  - b) confirmation of the decision to dismiss.
- 12.8 The employee will be informed of the decision in writing within seven days and advised there is no further right of internal appeal.
- 12.9 Where the employee is re-instated, further action under this policy will be necessary and will be determined by the Chair of the hearing (held at Stage 3).

**Appendix A****POOR PERFORMANCE OR ATTENDANCE - THE KEY STAGES**

**CHECKLIST FOR SUPERVISORS****Preliminary Investigation - POOR PERFORMANCE**

Establish the general nature and background of the poor performance.

☐

Make a detailed list of all the relevant information required.  
Collect and analyse any evidence.

☐

Examine the employee's personal file and other records (e.g., sickness record) to gain an overall picture. Check that the employee has received a copy of his/her job description and knows the standards expected .

☐

Check to ensure the employee has received training appropriate to the job requirements.

☐

Define which key elements of the job are not being met and quantify how the measures of performance are not being achieved

☐

Consider whether any objectives that have been set are realistic.

☐

Are there any reasons outside the employee's control which may be affecting their job performance?

☐

Are there any mitigating circumstances of which you are aware?

☐

**Formal Meetings - POOR PERFORMANCE**

Ensure the meeting is held in a private office and that you are not disturbed by telephone, visitors, etc.

☐

Ensure employee has been provided with a copy of this procedure

☐

Explain the purpose of the meeting

☐

Check that the employee is fully able to take part in the interview and is aware of the right to be accompanied by a friend or UNISON representative

☐

Put the facts to the employee, going through the evidence you have gathered. Allow the employee to give reasons for the poor performance/attendance.

☐

If appropriate, make arrangements through Area/Dept Personnel Manager for the employee to be seen by Occupational Health.

☐

If there is no apparent reason for the poor performance/attendance, discuss ways in which it may be improved. Formulate an action plan and determine the review period.

☐

**(Stage 2 (i) - First formal meeting only)** Administer written advice

☐

**(Stage 2 (ii) - Second formal meeting only)** Administer final written advice

☐

Put decisions and action plan in writing to the employee and obtain a signed acknowledgement.

☐
**Stage 3 - Hearing**

Arrange for DPFS (or Head of Human Resources) and Personnel Manager to attend.

☐

Ensure employee is aware of right to be accompanied by a friend or UNISON representative.

☐

Decision in writing within five days

☐
**APPEAL**

Decision in writing within seven days

☐

**CHECKLIST FOR SUPERVISORS****Preliminary Investigation - ATTENDANCE**

Establish the general nature and background of poor attendance.

☐

Make a detailed list of all the relevant information required.  
Collect and analyse any evidence.

☐

Examine the employee's personal file and other records to gain an overall picture. Check that the employee knows the standards expected .

☐

Are there any reasons outside the employee's control which may be affecting their attendance?

☐

Are there any mitigating circumstances of which you are aware?

☐

Has the employee been referred to Occupational Health and Welfare?

☐

Has consideration been given to any reasonable adjustments that could be made to the job to enable the employee to improve attendance?

☐



## Formal Meetings- ATTENDANCE

Ensure the meeting is held in a private office and that you are not disturbed by telephone, visitors, etc.

☐

Ensure employee has been provided with a copy of this procedure

☐

Explain the purpose of the meeting

☐

Check that the employee is fully fit and able to take part in the interview and is aware of the right to be accompanied by a friend or UNISON representative

☐

Put the facts to the employee, going through the evidence you have gathered. Allow the employee to give reasons for the poor performance/attendance.

☐

If appropriate, make arrangements for the employee to be seen by Occupational Health.

☐

If there is no apparent reason for the poor performance/attendance, discuss ways in which it may be improved. Formulate an action plan and determine the review period.

☐

**(Stage 2 (i) - First formal meeting only)** Administer written advice

☐

**(Stage 2 (ii) - Second formal meeting only)** Administer final written advice

☐

Put decisions and action plan in writing to the employee and obtain a signed acknowledgement.

☐

## Stage 3 - Hearing

Arrange for DPFS (or Head of Human Resources) and Personnel Manager to attend.

☐

Ensure employee is aware of right to be accompanied by a friend or UNISON representative.

☐

Decision in writing within five days

☐

## APPEAL

Decision in writing within seven days

☐

**SAMPLE LETTER**

Dear

**POOR PERFORMANCE / ATTENDANCE\* - WRITTEN WARNING**

I refer to our meeting on (date) which was held under stage 2 (i) of the Support Staff Poor Performance and Absence Procedure, a copy of which has been supplied to you. You were accompanied at the meeting by (name), your UNISON representative / colleague\*. The following areas of under-performance / attendance\*, were discussed:

(specify)

This letter is formal written warning that your performance / attendance\* does not reach the required standard, as defined in the action plan (copy attached). Should there be no improvement, I will have no alternative but to proceed to stage 2(ii) of the Procedure, which may result in a final written warning being issued.

This written warning will be placed on your personal file until your performance / attendance\* is satisfactory, and will remain for a period of six months after the successful completion of the Procedure.

You are also advised, that should it be necessary to arrange a Stage 3 hearing, one possible outcome, could be your dismissal on the grounds of capability or some other substantial reason.

If you have any questions concerning this matter, please do not hesitate to contact me.

Yours sincerely

\* (delete as necessary)

**SAMPLE LETTER**

Dear

**UNDER-PERFORMANCE/PERFORMANCE\* - FINAL WRITTEN WARNING**

I refer to our meeting on (date) which was held under stage 2 (ii) of the Support Staff Poor Performance and Attendance Procedure, a copy of which has been supplied to you. You were accompanied at the meeting by (name), your UNISON representative / colleague\*. Also in attendance was (name) the Area/Departmental Personnel Manager. The following areas of under-performance / attendance\*, which were originally brought to your attention on (date of first formal meeting) were discussed:

(specify)

This letter is a formal written warning that your performance / attendance\* does not reach the required standard, as defined in the action plan (copy attached). Should there be no improvement, I will have no alternative but to proceed to stage 3 of the Procedure, which is a hearing before the Director of Personnel, Finance and Services. The hearing may result in your dismissal from your employment with Thames Valley Police Authority.

This final written warning will be placed on your personal file until your performance / attendance\* is satisfactory, and will remain for a period of six months after the successful completion of the Procedure.

If you have any questions concerning this matter, please do not hesitate to contact me.

Yours sincerely

\* (delete as necessary)