



**PERFORMANCE IMPROVEMENT  
POLICY AND PROCEDURE  
MAY 2021**

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**CONTENTS PAGE**

	<b>Page No.</b>
1. Purpose _____	3
2. Scope _____	3
3. Status _____	3
4. Policy Owner _____	3
5. Policy _____	3
6. Procedure	4
Informal - <b>Step 1</b>	4
Formal - <b>Step 2</b>	5
Formal - <b>Step 3</b>	6
Final Meeting - <b>Step 4</b>	8
Appeals _____	9
7. Right to be Accompanied _____	9
8. Overlapping Policies and Procedures _____	9
9. Performance Capability Concerns with Trade Union Representatives _____	10
10. Records _____	10
11. Further Assistance _____	10
12. Appendix 1 – Step 1: Informal Procedure - Flowchart	11
13. Appendix 2 – Step 2: Formal Performance Capability Meeting - Flowchart	12
14. Appendix 3 – Formal Performance Capability Meeting Format	13
15. Appendix 4 – Improvement Plan / Final Improvement Plan – Template	15
16. Appendix 5 – Step 3: Formal Performance Capability Meeting - Flowchart	17
17. Appendix 6 – Step 4: Final Performance Capability Meeting - Flowchart	18
18. Appendix 7 – Final Performance Capability Meeting Format	19

## 1. PURPOSE

- 1.1 The Company aims to deliver quality services and, to achieve this, is committed to the effective management of work performance. The Company values its employees and recognises their competence, effectiveness and ability to perform to expected standards. However, occasions may arise when work performance falls below acceptable standards.
- 1.2 This policy and procedure provides a framework for supporting employees to achieve the skills, ability, knowledge and/or behaviours required to carry out their job role to the expected standard, where issues are identified.

## 2. SCOPE

- 2.1 This is a group level policy that applies to all new employees of Anglian Water Group Limited, with the exception of Anglian Water (Ireland) Limited and Wave Limited (and their respective subsidiaries).
- 2.2 This policy and procedure is not intended to be used for:
- Deliberate failure by employees to perform to the required standards. The Company's Disciplinary Policy and Procedure is designed to manage employees' conduct.
  - Performance concerns identified during an employee's probation period. The Company's Probation Guidelines are designed to help manage employees during their probation period.
  - Capability due to ill-health. The Company's Supporting Attendance Policy and Procedure is designed to help manage employees with concerns relating to ill-health.

## 3. STATUS

- 3.1 This policy is a Collective Agreement.

## 4. POLICY OWNER

- 4.1 Head of Employee Relations.

## 5. POLICY

- 5.1 The Company aims to be a frontier performer and will endeavour to create an environment that will support employees, and their teams, to achieve and maintain high performance. Where support is needed to achieve this the policy aims to encourage improvement amongst employees. Drawn up in accordance with ACAS Codes of Practice, good management practice and to comply with the concept of natural justice, the following general principles apply:
- Line Managers must set clear objectives/standards of work performance (the 'what') with reference to the employee's Job Description and clear standards of behaviour (the 'how') with reference to the Company's three shared Values -

Together we **Do the Right Thing**, Together **we Build Trust** and Together we **Are Always Exploring** (see 'Our Values & Behaviours' –



Our Values and Our  
Behaviours.pdf

- all standards of performance/behaviour must be communicated clearly to an employee and assessed on a regular basis through the 121/PDR process;
- where an employee's work performance is believed to have fallen below standard the line manager is responsible for exploring and identifying the cause and taking appropriate action without delay; and
- wherever possible, reasonable management support, guidance and training will be given to an employee with the aim of helping and supporting them to achieve improved work performance.

5.2 It is Company policy to resolve concerns informally wherever possible. Depending on the level of the underperformance or lack of capability and following initial conversations with the employee, the Line Manager may determine, having consulted their Employee Relations Manager (ERM)/Employee Relations Adviser (ERA), that it is not appropriate to adopt an informal approach, but to follow the formal procedure immediately (see **Section 6.2**).

## 6. PROCEDURE

### 6.1 Informal – **STEP 1**

6.1.1 Issues of poor performance will be addressed initially by the Line Manager and employee jointly, on an informal basis, through the day to day management and 121/PDR discussions, in order to resolve concerns as quickly as possible. If, after a reasonable period of time, informal action fails to achieve the required improvements in performance the formal procedure will be applied. As a guide a reasonable period of time is 6-12 weeks (see **Appendix 1**).

6.1.2 The Line Manager will:

- Discuss with the employee the Company's expectations and how the employee is not meeting those expectations. This will include the level of improvement required, depending on the shortfall in performance (i.e. whether the employee is assessed as underperforming) in terms of their PDR ratings. Normally, the time period during which improvement must be achieved will not exceed 3 months. This will be confirmed in writing so that the employee and the Line Manager are both clear on the specific areas of improvement, the support to be provided and the agreed timescales. The Line Manager should keep records of discussions, meetings and actions during this time (see **Appendix 4**).
- Talk with the employee at least fortnightly to support them in their continued improvement.
- Make clear to the employee that if they are able to meet and sustain the required standards that no further action will be taken, however if they are not able to meet and sustain the required standards, their performance or capability is likely to be managed following the formal procedure of this policy.
- Meet with the employee at the end of the informal step to review progress.
- Discuss their concerns with their ERM/ERA before starting the formal procedure.

## 6.2 Formal – **STEP 2**

- 6.2.1 If informal action has not resulted in the employee performing to the required standard, or where informal action is not considered appropriate to the level of underperformance or lack of capability, the formal procedure will be followed.
- 6.2.2 The Line Manager will be supported by their ERM/ERA, who will provide advice and guidance on the procedure. A formal Performance Capability Meeting will be arranged with the employee.
- 6.2.3 The Line Manager will provide the employee with at least 7 calendar days' notice, in writing, of:
- the reason for the meeting, outlining the concerns about the employee's work performance;
  - the time, date and location of the meeting;
  - who will be conducting the meeting and who else will be present;
  - copies of any documents to be referred to including any previous action plan/121 notes;
  - the employee's right to be accompanied and/or represented and to refer to any documents if they wish; and
  - the requirement for the employee to provide, 3 days prior to the meeting, the name of their representative (if applicable) and copies of any papers to be referred to and witnesses to be called (if applicable).
- 6.2.4 The formal Performance Meeting will follow the meeting format outlined at **Appendix 3**. It will be for the Line Manager to explain, with supporting evidence, the level of underperformance or lack of capability, the support provided to the employee and how the required standards have not been met.
- 6.2.5 The Line Manager will consider the information provided by the employee and will conclude by determining the next steps, which could include:
- No further action. The Line Manager will write to the employee confirming that they are expected to maintain the standard of performance or capability going forward and that failure to do so within the following 12 months may result in a further Performance Capability Meeting i.e. at Step 2 of the Performance Improvement procedure.
  - Disciplinary Action. Where it has been determined that the concern is not related to the employee's performance or capability but their conduct, the Line Manager will investigate and manage this in accordance with the Company's Disciplinary Policy and Procedure.
  - Extend the Informal Performance Improvement Plan. Where the employee has made sustained progress towards meeting the standards set but the standards have not been achieved fully due to unusual or unforeseen factors (e.g. events of a compassionate nature), the Line Manager may extend the Informal Performance Improvement Plan, for an appropriate time period, based on the circumstances. This option is to be considered in exceptional circumstances only and where there is a likelihood of sufficient improvement within the extended period.
  - Issue an Improvement Notice. If the employee has not made sufficient improvement, the Line Manager may issue the employee with a First Written Improvement Notice and Plan. The Improvement Notice and Plan will specify the improvement(s) required and the timescales agreed, which normally will not

exceed 3 months, and the support to be provided during this period (see **Appendix 4**).

- 6.2.6 The outcome will be communicated in writing to the employee by the Line Manager.
- 6.2.7 The review periods in the Improvement Notice and Plan will be set based on the nature of the job and the improvements required and will allow sufficient time for the employee to meet and to sustain an acceptable standard of work performance. As a guide a review period of 6-12 weeks should be considered.
- 6.2.8 The Line Manager will ensure that during the review period the employee's performance is closely and objectively monitored. Notes of the monitoring process will be kept and may be referred to in later stages of the procedure. The Line Manager will meet with the employee at least fortnightly to ensure:
- effective monitoring;
  - appropriate support is given to the employee;
  - positive feedback is given where possible; and
  - if further problems in performance are identified, the reasons are discussed.
- 6.2.9 At the end of the Improvement Notice and Plan, the line manager will meet with the employee to review progress, the possible outcomes include:
- No further action, as the required standards of performance have been met. The Line Manager will write to the employee confirming that they are expected to maintain the standard of performance or capability going forward and that failure to do so within the following 12 months may result in moving to a Performance Capability Meeting, i.e. at Step 3 of the Performance Improvement procedure.
  - If the employee has not made sufficient improvement or not demonstrated any reasonable effort to improve, the Line Manager will advise the employee that a further formal Performance Capability Meeting will be held - please see **Step 3**.

### 6.3 Formal – **STEP 3**

- 6.3.1 If the employee has not met the standards in the First Written Improvement Notice and Plan, a further formal Performance Capability Meeting will be arranged.
- 6.3.2 The Line Manager must inform the employee of the details of the meeting as set out in section 6.2.3
- 6.3.3 The formal Performance Capability Meeting will follow the meeting format outlined at **Appendix 3**. It will be for the Line Manager to explain, with supporting evidence, the level of underperformance or lack of capability, the support provided to the employee and how the required standards have not been met against the First Written Notice and Plan.
- 6.3.4 The Line Manager will consider the information provided and will conclude by determining the next steps, which could include:
- No further action. The Line Manager will write to the employee confirming that they are expected to maintain the standard of performance or capability going forward and that failure to do so within the following 12 months may result in moving to a further Performance Capability Meeting, i.e. at Step 3 of the Performance Improvement procedure.

- Extend the First Improvement Notice. Where the employee has made sustained progress towards meeting the standards set but the standards have not been achieved fully due to unusual or unforeseen factors (e.g. events of a compassionate nature), the Line Manager may extend the First Improvement Notice and Plan, for an appropriate time period, based on the circumstances. This option is to be considered in exceptional circumstances only and where there is a likelihood of sufficient improvement within the extended period.
- Issue a Final Improvement Notice. If the employee has not made sufficient improvement, the Line Manager may issue the employee with a Final Written Improvement Notice and Plan. The Final Improvement Notice and Plan will specify the improvement(s) required and the timescales agreed, which normally will not exceed 3 months, and the support to be provided during this period (see **Appendix 4**).

6.3.5 The outcome decision will be communicated in writing to the employee by the Line Manager, including the employee's right to appeal the decision (see **Section 6.6**).

6.3.6 The review period in the Final Improvement Notice and Plan will be set based on the nature of the job and the improvements required and will allow sufficient time for the employee to meet and sustain an acceptable standard of work performance. As a guide a review period of 6-12 weeks should be considered.

6.3.7 The Line Manager will ensure that during the review period the employee's performance is closely and objectively monitored. Notes of the monitoring process will be kept and may be referred to in later stages of the procedure. The Line Manager will hold weekly 121 meetings with the employee to ensure:

- effective monitoring;
- appropriate support is given to the employee;
- positive feedback is given where possible; and
- if further problems in performance are identified, the reasons are discussed.

6.3.8 At the end of the Final Improvement Notice and Plan, the line manager will meet with the employee to review progress, the possible outcomes include:

- No further action, as the required standards of the Final Improvement Notice and Plan have been met. The Line Manager will write to the employee confirming that they are expected to maintain the standard of performance or capability going forward and that a failure to do so with the following 12 months may result in moving to a Final Performance Capability Meeting.
- Extend the Final Improvement Notice and Plan. Where the employee has made sustained progress towards meeting the standards set but the standards have not been achieved fully due to unusual or unforeseen factors (e.g. events of a compassionate nature), the Line Manager may extend the Final Improvement Notice and Plan, for an appropriate time period, based on the circumstances. This option is to be considered in exceptional circumstances only and where there is a likelihood of sufficient improvement within the extended period.
- Review Alternatives. Exploring the option of available suitable alternative employment within the Company (see **Section 6.5**).
- Invite to Final Performance Capability Meeting. If the employee has not made sufficient improvement, the Line Manager will invite the employee to a Final Performance Capability Meeting.

#### 6.4 Final Performance Capability Meeting – **STEP 4**

- 6.4.1 If the employee has not made sufficient improvement, nor demonstrated any reasonable effort to improve and redeployment is not possible or not successful, the Line Manager will advise the employee that a Final Performance Capability Meeting will be held, to be chaired by an independent Hearing Manager with the appropriate skills and expertise. They will be supported by an ERM/ERA who will offer advice and guidance on procedure.
- 6.4.2 The Line Manager must inform the employee of the details of the meeting as set out in section 6.2.3.
- 6.4.3 The meeting format outlined at **Appendix 7** will be followed. After the Final Performance Capability Meeting, the Hearing Manager will determine the next steps, which could include:
- No further action, as the required standards of the Final Improvement Notice and Plan have been met. The Hearing Manager will write to the employee confirming that they are expected to maintain the standard of performance or capability going forward and that failure to do so with the following 12 months may result in a further Final Performance Capability Meeting.
  - Extend the Final Improvement Notice and Plan. Where the employee has made sustained progress towards meeting the standards set but the standards have not been achieved fully due to unusual or unforeseen factors (e.g. events of a compassionate nature), the Line Manager may extend the Final Improvement Notice and Plan, for an appropriate time period, based on the circumstances. This option is to be considered in exceptional circumstances only and where there is a likelihood of sufficient improvement within the extended period.
  - Dismissal with notice<sup>1</sup>, as all other options have proved to be unsuccessful, i.e. insufficient improvement and no alternative employment secured.
- 6.4.4 The outcome decision will be communicated in writing to the employee by the Hearing Manager, including the employee's right to appeal (**see Section 6.6**). Due to the nature of the concerns, normally the employee will not be required to work their notice period, and a payment in lieu of notice will be made.

#### 6.5 Potential suitable alternative employment

- 6.5.3 The employee will be expected to make every attempt to cooperate with the option to redeploy them within the business; this includes attending interviews and retraining. The Redeployment process can be viewed [here](#).
- 6.5.2 Any offer of alternative employment will be made only if the employee can demonstrate their suitability by complying with the essential job criteria for the role.
- 6.5.3 If an alternative is identified it may be necessary to offer the employee a trial period. The duration of trial period will be dependent upon the needs of the job as well as the level of training required. The terms and conditions will be those associated with the new role. The Company will not be required to create a new role.

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<sup>1</sup> Dismissal **without** notice will be appropriate in cases of serious incompetence / incapability (see Section 8.1)



## 6.6 Appeals

### 6.6.1 If an employee wishes to exercise their right of appeal, they must:

- submit their appeal in writing, within 14 calendar days from the date the outcome decision was communicated to them;
- address their appeal to the Employee Relations Manager and send it to the [employeerelations@anglianwater.co.uk](mailto:employeerelations@anglianwater.co.uk) mail box;
- clearly state their grounds of appeal, which must be about:
  - a failure in the process;
  - a misinterpretation of evidence or events;
  - the availability of new evidence; and / or
  - a belief that the outcome/sanction was unreasonable, inconsistent or erroneous in the circumstances;
- not use the appeal procedure to raise new, unrelated, issues that have not been mentioned previously; and
- indicate whether they wish their appeal to be heard face to face or through correspondence.

6.6.2 The Appeal Procedure will be followed; any Improvement Notice Plan or decision to dismiss remains in place unless and until it is changed by the Appeal Manager.

6.6.3 The decision by the Appeal Manager will constitute the Company's final response.

## **7. RIGHT TO BE ACCOMPANIED**

7.1 Employees have the right to be accompanied by a recognised trade union representative or workplace colleague at formal meetings under this Procedure.

7.2 It is the responsibility of the employee to arrange their own companion and provide their companion with any relevant information.

7.3 If the employee wishes to take up their right to be accompanied, they must notify the Company who they have chosen to accompany them without unreasonable delay and as far as possible at least 3 days in advance of the meeting.

7.4 If the chosen companion is unable to attend a meeting, another date for the meeting can be suggested, as long as it is reasonable and not more than 7 calendar days after the date originally proposed by the Company. The Company will make reasonable efforts to agree an alternative time and date.

7.5 The chosen companion may address the meeting, put forward and sum up on behalf of the employee, respond on behalf of the employee to any views expressed at the meeting and confer with the employee during the meeting. The chosen companion is not permitted to answer questions on behalf of the employee, address the meeting without the employee's express permission, or prevent them from offering explanations.

## **8. OVERLAPPING POLICIES AND PROCEDURES**

8.1 Under the Company's Disciplinary Policy an employee may be suspended whilst allegation/s of potential gross misconduct are investigated. Where the disciplinary investigation concludes that the action or omission of the employee is a performance capability issue rather than a conduct issue, the employee will be referred to a Final

Performance Capability meeting. The employee may remain suspended and at this meeting the employee may be dismissed, without previous Improvement Notices and without notice (i.e. summary dismissal) if the action or omission is considered to be so serious as to render the continued employment of the employee impossible.

- 8.2 Where an employee raises a grievance, is being investigated under the Company's Disciplinary Policy or is absent from work due to illness during the Company's Performance Capability procedure, it may be appropriate to manage the issues concurrently, particularly if they are related. Normally, the Performance Capability policy and procedure will not be delayed by any other Company policy or procedure.

## **9. PERFORMANCE CAPABILITY CONCERNS WITH TRADE UNION REPRESENTATIVES**

- 9.1 When the formal procedure at **Step 2** of this procedure is being considered for an employee who is a trade union representative, the position will be discussed with their relevant trade union official at an early stage, as long as the Company has the express permission from the employee concerned. The Head of Employee Relations (or nominated deputy) will be notified.

## **10. RECORDS**

- 10.1 It is the Company's standard practice that normally all written correspondence will be sent by email. Where this is not possible (i.e. the employee does not have a Company email account), it will be sent by standard mail.
- 10.2 All information will be held on the employee's record in accordance with the Company's Information Retention Policy.

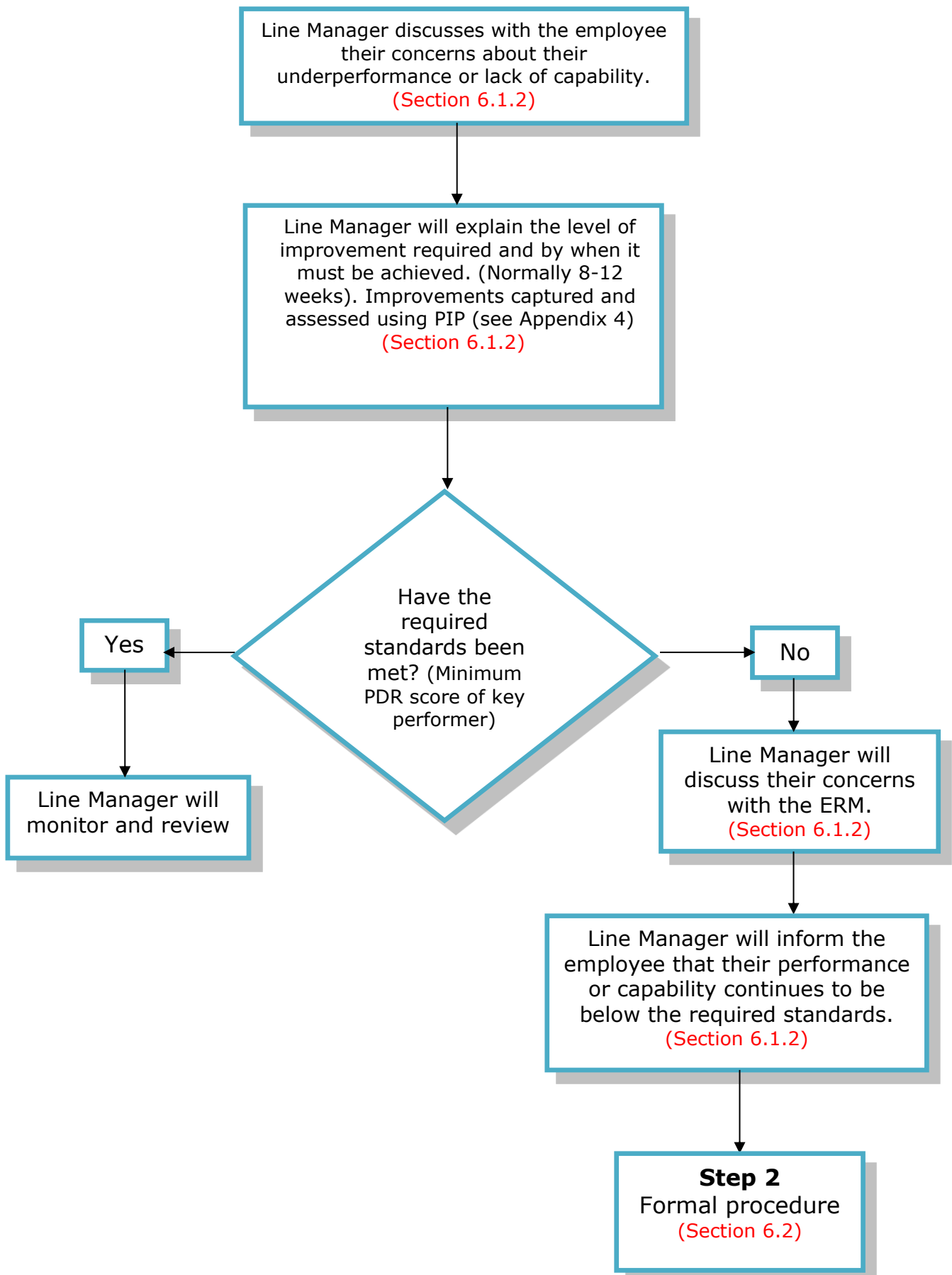
## **11. FURTHER ASSISTANCE**

Further assistance is available from your Employee Relations Manager/Employee Relations Adviser.

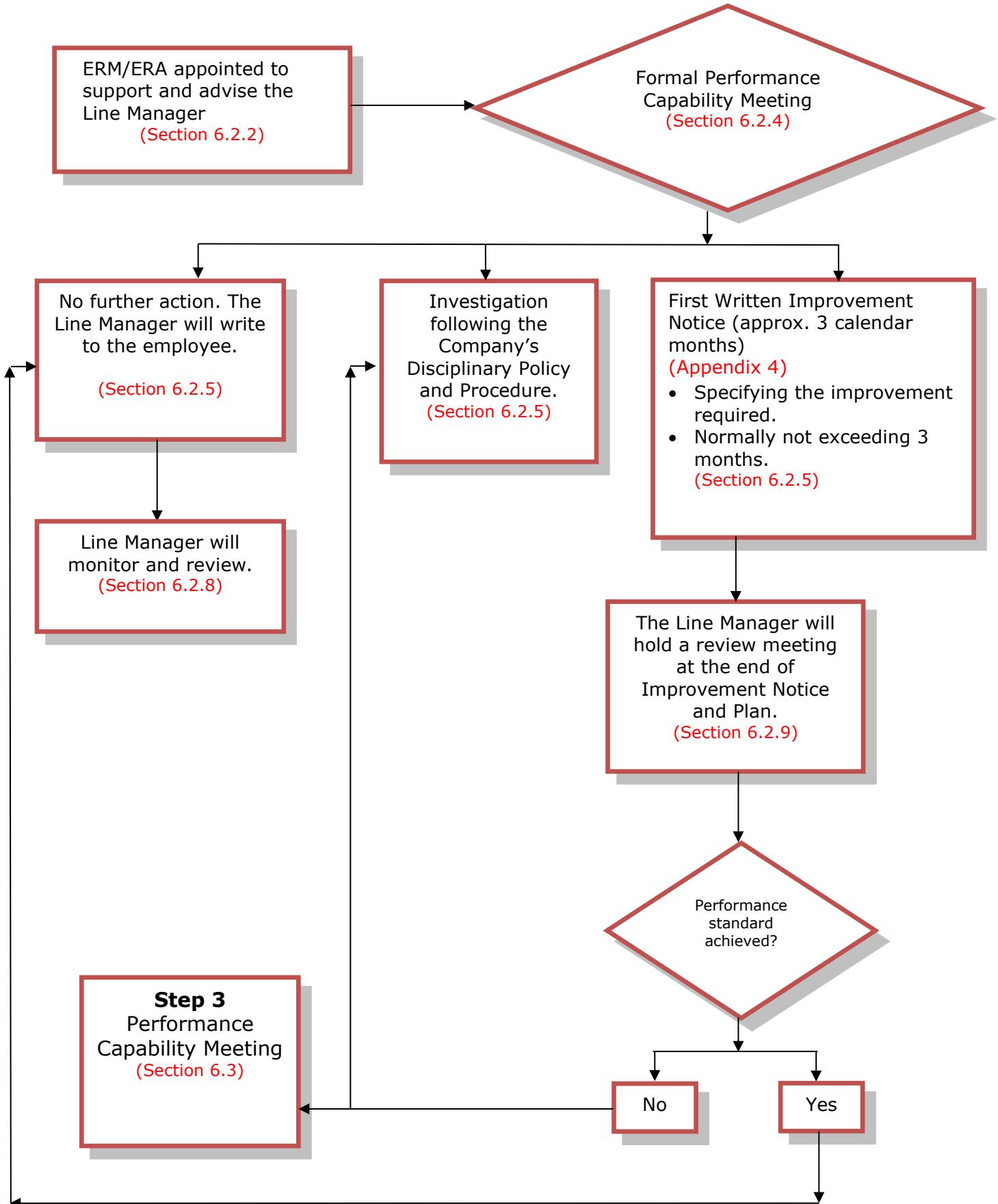
## **LAST REVIEWED**

May 2021

**APPENDIX 1 - STEP 1: INFORMAL**



**APPENDIX 2 - STEP 2: FORMAL PERFORMANCE CAPABILITY MEETING**



## **APPENDIX 3 - FORMAT OF FORMAL PERFORMANCE CAPABILITY MEETINGS**

Although it is intended that this will be followed wherever possible, it is accepted that there may be some instances where the format is adapted to suit individual situations.

### **1. Introduction**

The Line Manager will:

- 1.1 Ask all those present to introduce themselves, including name, job title and role at the meeting.
- 1.2 State the date, time and location of the meeting.
- 1.3 Outline the reason for the meeting.
- 1.4 Remind the Employee of their right to be accompanied by a workplace colleague or Trade Union representative.
- 1.5 Explain the format of the meeting.
- 1.6 Explain how the meeting will be conducted, including the use of adjournments.
- 1.7 Emphasise the importance of confidentiality by all parties.
- 1.8 Explain that the Company notes will constitute the formal notes of the Meeting.

### **2. Line Manager outlines their concerns**

The Line Manager will:

- 2.1 Set out the required standards which the Employee has not met.
- 2.2 State clearly the areas of concern about what is required regarding the employees' capability, reliability and suitability.
- 2.3 Discuss the evidence that has been gathered.
- 2.4 Sets out any steps which have been taken already to address the concerns about performance or capability.
- 2.5 Present witness statements (if appropriate).

### **3. Employee outlines their response**

The Employee will:

- 3.1 State their concerns and respond to any performance or capability concerns raised.
- 3.2 Ask questions and present any evidence in support.
- 3.3 Respond to any information given by witnesses.
- 3.4 Present witnesses (if appropriate).

### **4. Summary**

- 4.1 The Line Manager summarises their keys points of concern.
- 4.2 The Employee summarises.

4.3 The Line Manager may confirm, question, or clarify as necessary.

## **5. Adjournment and Outcome Decision**

5.1 All parties adjourn.

5.2 The Line Manager considers the concerns and any supporting evidence presented and makes a decision.

5.3 It may be necessary to adjourn the meeting in order to carry out further investigations, in which case, the meeting will be reconvened at a later date. Any new evidence should be shared with both parties prior to reconvening the meeting.

## **6. Reconvene and confirm Outcome Decision**

6.1 All parties return to the room.

6.2 The Line Manager communicates their decision.

6.3 The Line Manager confirms First Improvement Plan (INP) or Final Improvement Plan (FINP) (as appropriate) with the employee and notes the interim review points.

## **7. Confirming the Outcome Decision in Writing**

The Line Manager will:

7.1 Write to the Employee within 7 calendar days of the meeting informing them of the outcome and decision.

7.2 Where relevant, confirm that a First or Final Written Improvement Notice and Plan (as appropriate) has been issued.

7.3 Advise the Employee about their right of appeal if Final Written Improvement Notice issued.

**APPENDIX 4 – IMPROVEMENT PLAN /FINAL IMPROVEMENT PLAN - TEMPLATE**

The aim of this Improvement Plan is to enable the employee to achieve the required standard of performance or capability. The plan includes clearly written objectives, details of the support to be provided and regular reviews. Normally, the length of this Improvement Plan/Final Improvement Plan should not exceed 3 months.

<b>Improvement Plan</b>	<b>Employee Name:</b>	<b>Employee Number:</b>	<b>Business Unit:</b>
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<b>Target Area.</b> Detail specific area where performance standards have not been met – from JRO and/or Our Values & Behaviours.	<b>Performance Concern.</b> Detail specific dates and examples of where the standards have not been met.	<b>Expected Standard of performance.</b> Detail what is expected of the Employee in terms of their performance i.e. what does 'good' look like.	<b>Improvement Actions.</b> Employee states what actions they will take to meet expected standard of performance.	<b>Support.</b> Detail what has been agreed in terms of support required to achieve the expected standard of performance.	<b>Review Date</b>	<b>Target Date For Expected Standard</b>
<b>This plan has been agreed by</b>	<b>Manager Signature</b>	<b>Date</b>	<b>Employee Signature</b>	<b>Date</b>		

**Performance Improvement Review Record**

<b>Date of Review:</b>	
<b>Performance Concern:</b>	<b>Manager comments:</b>

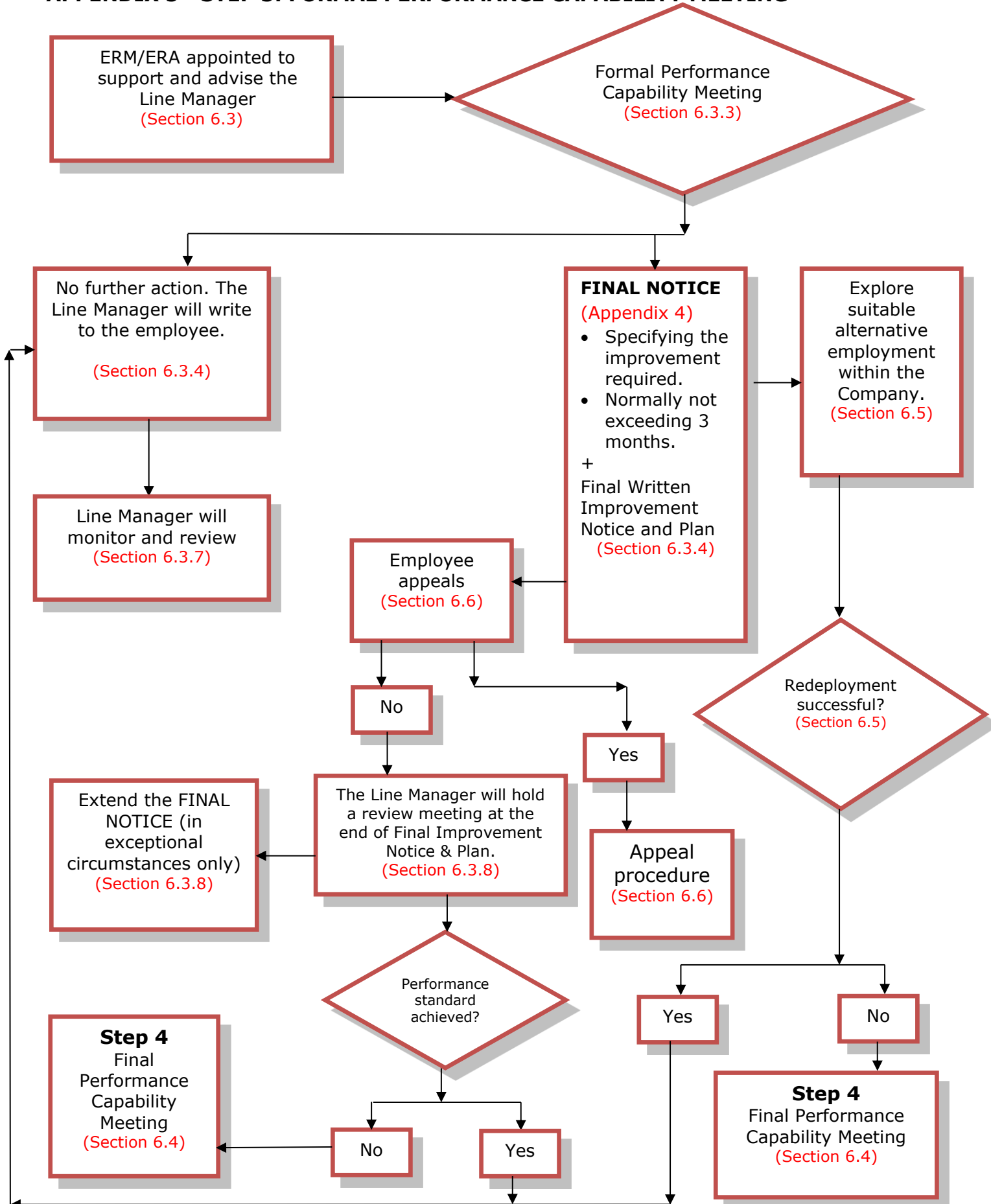
<b>Employee Comments:</b>	
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**Manager signature:**

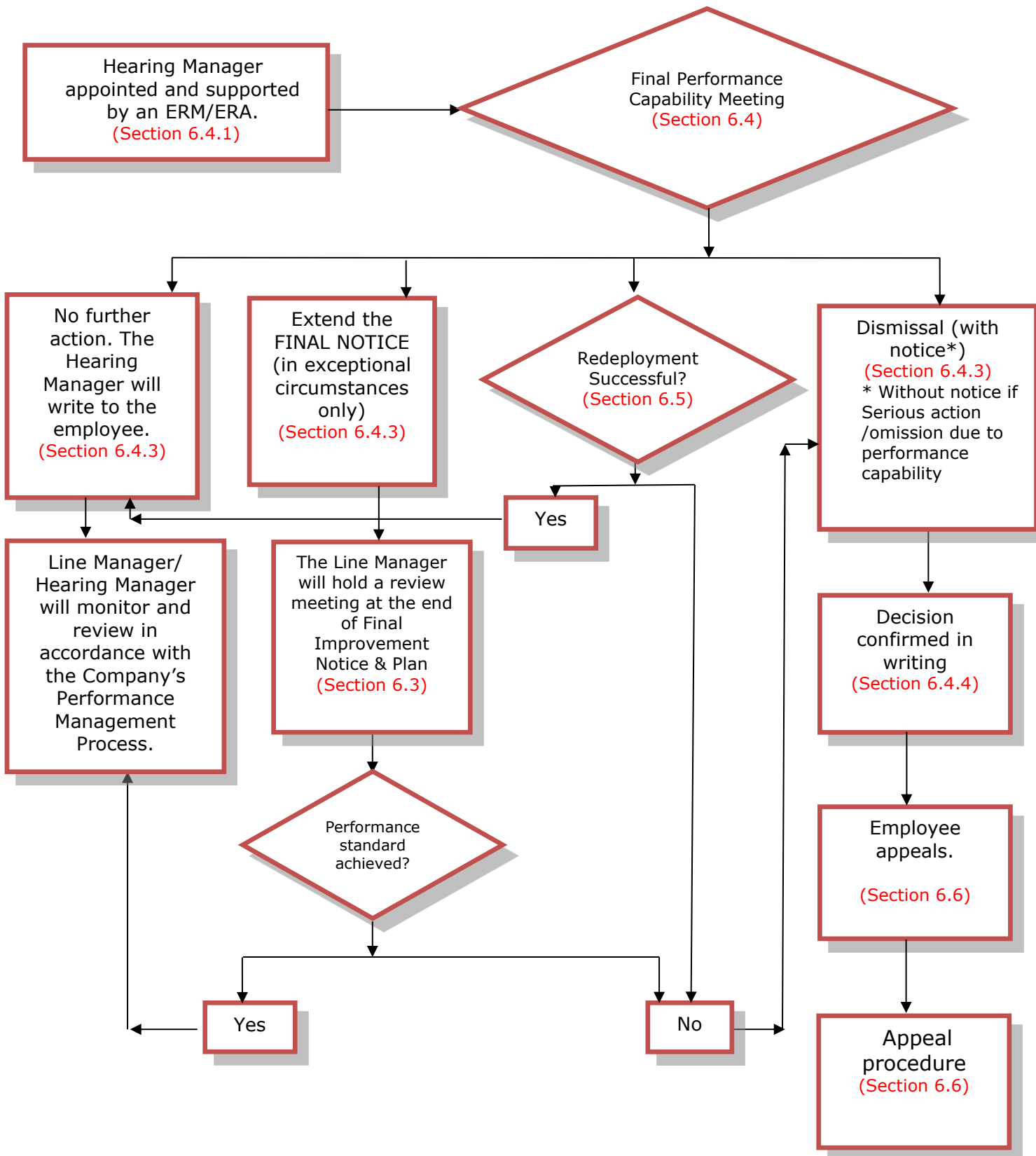
**Employee signature:**



**APPENDIX 5 - STEP 3: FORMAL PERFORMANCE CAPABILITY MEETING**



**APPENDIX 6 - STEP 4: FINAL PERFORMANCE CAPABILITY MEETING**



## **APPENDIX 7 – FORMAT OF FINAL PERFORMANCE CAPABILITY MEETING**

Although it is intended that this will be followed wherever possible, it is accepted that there may be some instances where the format is adapted to suit individual situations.

### **1. Introduction**

The Hearing Manager will:

- 1.1 Ask all those present to introduce themselves, including name, job title within the Company and role at this meeting.
- 1.2 State the date, time and location of the meeting.
- 1.3 Outline the reason for the meeting.
- 1.4 Remind the Employee of their right to be accompanied by a workplace colleague or Trade Union representative.
- 1.5 Explain the format of the meeting.
- 1.6 Explain how the meeting will be conducted, including the use of adjournments.
- 1.7 Emphasise the importance of confidentiality by all parties.
- 1.8 Explain that the Company notes will constitute the formal notes of the Meeting.
- 1.9 If a witness is called by either the manager or the employee, they will be invited to attend at an appropriate time.

### **2. Line Manager outlines their concerns**

The Line Manager will:

- 2.1 Set out the required standards which it is considered the Employee has not met.
- 2.2 State clearly the areas of concern.
- 2.3 Specify their areas of concern by going through the evidence that has been gathered.
- 2.4 Set out any steps which have been taken already to address performance shortfalls.
- 2.5 Present witnesses (if appropriate).
- 2.6 Answer questions that relate to their concerns.

### **3. Employee outlines their response**

The Employee will:

- 3.1 Respond to any performance concerns raised.
- 3.2 Ask questions and present any evidence in support.
- 3.3 Respond to any information given by a witness.
- 3.4 Present witnesses (if appropriate).

### **4. The Hearing Manager will:**

- 4.1 Go through any relevant evidence gathered including, where relevant, the findings of any investigation/review, and the questioning of any witnesses or parties in relation to the alleged performance concerns.
- 4.2 Use questions to clarify the concerns and to check that what has been said is understood.
- 4.3 Encourage the Employee to speak freely to establish all the facts.
- 4.4 Establish if there is any explanation for the alleged performance shortfalls.
- 4.5 Establish whether there is any likelihood of a significant improvement being made within a reasonable time (i.e. 1 month) and whether there is any practical alternative to dismissal, such as redeployment.
- 4.6 Summarise the main points of the discussion after questioning is completed.
- 4.7 Ensure all evidence and points for all parties have been put forward, including if there are any special circumstances to be taken into account.
- 4.8 Ask the Employee if they have anything further that they would like to add.
- 4.9 Question all those involved and consider all representations before deciding if the concerns are well founded and if so what outcome, including and up to dismissal is appropriate.

## **5. Summary**

- 5.1 The Line Manager summarises their keys points of concern.
- 5.2 The Employee summarises their response.
- 5.3 Final clarification on any points, as required.
- 5.4 It may be necessary to adjourn the meeting in order to carry out further investigation, in which case the meeting will be reconvened at a later date. Any new evidence should be shared with both parties prior to reconvening the meeting. Requests for an adjournment by either side should be made to the Hearing Manager.

## **6. Adjournment and Outcome Decision**

- 6.1 All parties adjourn.
- 6.2 The Hearing Manager considers the concerns and any supporting evidence presented and makes a decision.

## **7. Reconvene and confirm Outcome Decision:**

- 7.1 All parties return to the room.
- 7.2 The Hearing Manager communicates their decision.

**8. Confirming the Outcome Decision in Writing**

The Hearing Manager will:

- 8.1 Advise the Employee that they will be informed of the decision in writing within 7 calendar days.
- 8.2 If, as a result of the meeting and the evidence presented, the Employee's performance is considered to be satisfactory and no further action is required, this will be confirmed to the Employee in writing.
- 8.3 In the event that the decision is taken to dismiss the Employee, the correspondence will include the reasons for dismissal and the date that their employment will terminate, together with details of any notice arrangements and right of appeal.