

Management of Under-performance Procedure

February 2011

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Annette Bourke, HR Adviser, Policy Development		Peter Brook, Director of Human Resources (HR)
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1. Introduction

This procedure sets out how the University will manage employees whose performance has fallen below the standards expected.

This document prescribes the steps to be followed where a manager considers that job performance is less than satisfactory. This may manifest itself as a lack of skill, expertise, application or capability. This procedure is separate from the Disciplinary Procedure which deals with problems that derive from misconduct and deliberate wrongful acts or omissions.

The primary objective is to help employees to improve performance to an acceptable level in line with the requirements of the role, as summarised in the job description, through support and guidance. The procedure also outlines the steps and actions to be taken in the event of failure to improve performance.

2. General principles

2.1 Approach

Performance management will help employees not only to understand what is expected of them but also how they contribute to achieving organisational goals. All participants in the process are expected to have a consistent and fair approach to support people to achieve their potential and deliver what is expected of them. Managers should implement the process in a supportive and respectful manner. Should there be a reason that the investigating manager is in some way unable to conduct an objective investigation, then this should be referred to Human Resources (HR) for advice.

In the first instance most issues with an employee's performance can be resolved by discussing and working with the employee to improve performance. This is the desired approach as individuals will usually improve to and sustain the required standards through normal day-to-day line management, discussions and one-to-one meetings.

2.2 Measurement

In measuring performance, the achievement of objectives, levels of competency, standards of performance, and work outputs are used but the emphasis varies according to the type of role. This is the basis for providing and generating feedback, and can build the platform for further success or identify where things are going less well so that corrective action can be taken.

2.3 Record keeping

A record of all discussions and meetings should always be made in line with each stage of this procedure and kept securely in line with the Records Management Policy which can be found at www.port.ac.uk/departments/services/universitysecretary/recordsmanagement/.

The types of records that should be kept are emails, minutes of meetings, notes of telephone calls, copies of correspondence etc. These should include the names of the people involved, dates, the nature and frequency of incidents, action taken, follow-up and monitoring information. Notes of meetings should be shared with attendees. Any records kept need to be accurate and objective. If, for any reason, it is not possible to agree the record, any points of disagreement should be appended.

Employees will have the right to see any documents used as part of the process. All sensitive information should be treated confidentially and meet the requirements of the Data Protection Act 1998. The University Data Protection policy can be found at www.port.ac.uk/accesstoinformation/policies/information/filetodownload,17472,en.pdf.

2.4 Probation

As soon as any apparent difficulty is perceived, the manager must have an informal discussion with the employee and use the formal review periods for the probation period. In the event of Dismissal (Stage 4) being considered for an employee during their probation period, a Formal Notification (Stage 2) must have been issued before dismissal. Line managers must take note of the probation period and impact on timescales for implementation of the procedure. One of the possible options is to extend the probation period after taking advice from HR.

Stage 3 – Alternative Employment is not applicable to employees during their probationary period.

2.5 Disability

Employers have a legal duty to consider any reasonable adjustments to enable employees who have a disability as defined in the Equality Act 2010 to continue to perform their roles. Whether or not an adjustment is reasonable will depend on the practicality, cost and likely effectiveness of it.

2.6 Right to be accompanied

At all stages of the formal procedure the employee will have the right to be accompanied/represented at the meetings by a trade union representative or work colleague (University of Portsmouth employee).

3. Scope of procedure

This procedure applies to all employees except for the holders of senior posts as prescribed in the Articles of Government. It sets out how the University will manage employees whose performance or capability has fallen below the standards expected. The primary objective is to help employees to improve performance to an acceptable level through the provision of training, support and guidance. The procedure also outlines the steps and actions to be taken in the event of failure or inability to improve performance.

3.1 Trade union representatives

Where action is being considered under the formal stages of this procedure affecting a trade union representative, the normal Managing Under-performance Procedure should be followed. Depending on the circumstances, however, it is advisable to discuss the matter at an early stage with a senior representative or a full-time official of the trade union.

4. Roles and responsibilities

4.1 Introduction

It is a line manager's responsibility to ensure that their employees have clear objectives, receive regular feedback and support to enhance their performance and have their performance fairly assessed. The line manager has a duty to ensure required standards of performance are clear, to set objectives and provide regular feedback and support. The line manager should highlight to their employees if performance does not meet the expected standards. This should be undertaken during the normal one-to-one discussions and the employee told what improvement is required and how to achieve it by when.

Employees have a responsibility to ensure they are clear about what is expected of them and seek out feedback and support to improve their performance. Employees have a duty to ensure that they perform to the required job standards/ objectives, behaviours and attendance. They are expected to engage positively and actively in improving and sustaining their performance to the required standard and to tell their line manager of any known factors which may impact their ability to perform to the standards expected.

4.2 Roles and responsibilities under this procedure

4.2.1 The employee:

- takes responsibility for developing and sustaining their own performance to the required standard;
- owns their personal development and proposes a plan to build the skills and behaviours they need;
- seeks and acts on feedback;
- prepares for and participates in planned reviews of performance and development;
- pursues the learning and development opportunities agreed;
- confirms the records of meetings under this procedure.

4.2.2 The line manager has a responsibility to:

- provide a reasonable opportunity for the employee to reach and sustain the expected standards, providing support/feedback as appropriate before taking formal action;
- ensure the employee understands and is fully involved in each stage of the process including any implications for pay and for continued employment;
- ensure they seek advice from their HR Business Partner/HR Adviser before taking formal action under the procedure;
- take reasonable steps to address any considered evidence or mitigating circumstances put forward by an employee, e.g. workplace factors, personal circumstances which may be impacting their ability to perform, an underlying health issue;
- act promptly to address performance gaps and provide focused support;
- plan regular review periods;
- organise any meetings and reviews required;
- take and keep records of meetings in line with section 2.3.

4.2.3 The senior manager has a responsibility to:

- objectively review performance cases where a formal notification has failed to achieve the required sustained improvement in the set timescales;
- organise and invite the employee to a performance meeting and ensure they have the opportunity to input any relevant factors for consideration;
- objectively review any points made by the employee or their union representative or colleague;
- ensure notes of the meeting are taken;
- develop a decision rationale with advice from HR;
- make the final decision and ensure any action is implemented and the outcome is followed through and communicate these to the line manager;
- inform the employee of the outcome in writing.

4.2.4 HR will:

- provide advice to managers in dealing with under-performance cases;
- provide advice on the formal notification and subsequent stages;
- ensure managers have access to standard letter formats as required;
- provide managers with advice on setting performance standards and review periods;
- provide advice to employees.

5. Procedure

5.1 Stage 1 – Informal

As soon as any apparent difficulty is perceived the manager should have an informal discussion with the employee. In most cases discussing and working with the employee through normal day-to-day line management to improve performance will be sufficient. This day-to-day line management will include one-to-one meetings with the individual on a regular basis to discuss the requirements for the job in line with the job description/standards/objectives, behaviours and attendance.

Employees should be encouraged to raise any factors adversely influencing performance and line managers should take reasonable action to address any relevant workplace factors and to offer University services as appropriate, e.g. Occupational Health Service (OHS), Right Corecare. Notes should be kept locally, for reference purposes, of the conversations, any issues identified by the employee and of actions agreed and taken. When determining whether there is a performance gap, the line manager should take into account the employee's experience and length of time in the role.

Individuals will usually improve to and sustain the required standards through normal day-to-day line management, discussions and one-to-one meetings. However, if someone is still not meeting and sustaining the standards required for their job, the line manager must speak to the employee straight away to understand the reasons why this is happening. Managers should seek advice from HR. Line managers and employees must discuss what can be done to improve performance with actions covering what needs to be achieved and by when.

This discussion should focus on:

- 5.1.1 exploring the perceived extent to which a problem exists, the circumstances which prompted the discussion and establishing the facts;
- 5.1.2 the standard of job performance that is required and in what respect performance has not been met;
- 5.1.3 exploring the reasons, the employee will be given opportunity to present his/her view of the situation;
- 5.1.4 attempting to reach agreement on how and by when acceptable performance may be achieved;
- 5.1.5 all the circumstances surrounding the apparent lack of capability, which may include:
 - the design of the job
 - the need for training
 - health factors¹
 - workplace relationships
 - external/domestic/family considerations.

¹ If health factors are discussed a referral to Occupational Health (OH) will be considered.

The manager will establish with the employee an action programme, with regular review dates, to attempt to remedy the problem. Notes should be made by the line manager of any agreed action and a copy provided to the employee. There should be reviews of progress over specified periods. If for any reason it is not possible to agree the record, any points of disagreement should be appended. This record will be kept locally by the line manager and deleted after a three year period if there is no reoccurrence of an under-performance related issue. Although informal action is not part of the formal procedure, reference to these may be made in formal hearings where an informal approach has been tried and has not resolved the situation.

See Appendix C for guidance on review periods.

The manager will discuss the matter with the employee in line with the agreed review dates or, if appropriate, at an earlier stage depending on the circumstances. The manager may conclude that:

- 5.1.6 the problem has been resolved;
- 5.1.7 the review period should be extended with some modification to the action plan if appropriate;
- 5.1.8 The problem is largely unchanged, and that they will discuss the matter with HR with a view to the problem being managed under Stage 2.

The manager will advise the employee accordingly in writing of the status.

On occasions, some people may be unable to raise their performance to the required standards. In these circumstances the formal procedure will be instigated. If the line manager decides that guidance, support and monitoring have not addressed the performance issue, advice will be sought from the HR Business Partner/HR Adviser on proceeding to the Formal Notification stage.

5.2 Stage 2 – Formal Notification

The employee will be advised in writing that their performance is causing concern and will be asked to attend a meeting with their manager with a minimum of five working days notice and a maximum of ten working days notice of the date of the meeting. This will include:

- 5.2.1 the date, time and venue of the meeting;
- 5.2.2 details of who will be present, e.g. note taker;
- 5.2.3 the meeting is being held under the Managing Under-performance Procedure;
- 5.2.4 full but concise written details of the performance problem;
- 5.2.5 the right to be accompanied by trade union representative or fellow employee;
- 5.2.6 that the meeting may result in a Formal Notification.

Should the employee wish to provide written documentation to facilitate discussion at the meeting, they should provide this in advance of the meeting, where possible.

At the meeting the line manager will outline the standards expected and explain where there are shortcomings. The employee will be asked to comment on the concerns raised and put forward any mitigating circumstances/explanation influencing their performance in the role.

Following the meeting, if it is considered appropriate by the line manager, the employee will be given a Formal Notification in writing within five working days of the meeting to the effect that continued unsatisfactory performance may result in more serious action being taken under the procedure.

The Formal Notification, incorporating the right of appeal, will be handed or sent to the employee within five working days of the meeting and a copy placed on the employee's file in HR. An additional copy of this letter will, where appropriate, be provided for the trade union representative or work colleague.

The Formal Notification will include a performance improvement plan to be completed, template at Appendix B. Line managers should set review periods, see examples at Appendix C, taking into account the type of work performed, its complexity, any previous performance issues and support provided, and the time in which the employee could be reasonably expected to meet the required standard of performance.

A formal performance improvement plan will be produced in writing and will set out:

- 5.2.7 the performance issue;
- 5.2.8 the required/expected standard;
- 5.2.9 the improvement that is required to meet and sustain the standards;
- 5.2.10 the timescale for achieving this improvement;

5.2.11 regular review dates;

5.2.12 the support the University will provide to assist the employee to improve his/her performance.

The employee will be notified formally by the manager of the outcome of the discussion and the action to be taken. This Formal Notification will include:

- the period over which performance will be reviewed;
- formal advice that, should the employee's performance not improve during the undertaking of the agreed action plan then the matter may be considered further under Stage 3 of the procedure;
- formal advice that unless a sustained improvement in the employee's performance is seen by a given date they may be moved to a different role (which may attract a lower rate of pay or be subject to different terms and conditions) or dismissed.

If performance does not improve during the action plan period and it looks unlikely to improve then it will move to the next stage in the procedure.

If the employee improves to the required standard during the Formal Notification stage, they will be advised that this is the case and encouraged to sustain the improved performance.

A copy of the Formal Notification will be placed on the employee's personal file in HR. If the employee improves to the required standard and is sustaining the improved performance then the Formal Notification will be removed from their personal file in HR, along with any related local records, after 12 months. However, if a performance issue arises within the 12 months of the completion of the action plan then the procedure can be commenced at Stage 2 or a later stage if appropriate. Advice must be sought from HR.

If following a Formal Notification a satisfactory standard has not been achieved and maintained, the manager will, following consultation with the HR Business Partner/HR Adviser, recommend to the senior manager, normally the Dean/Head of Service that consideration is given to proceeding to Stage 3 or Stage 4 as appropriate.

Where an employee is persistently unable or unwilling to attend a formal meeting, the employer may make a decision on the evidence available in the absence of the employee but a representative, i.e. a union representative or work colleague, may be present.

See Appendix C for guidance on review periods.

5.3 Appeal against Formal Notification

If the employee wishes to appeal against a Formal Notification they must write to the Director of HR stating their reasons. The appeal must be lodged with the Director of HR not later than ten working days after the issue of the Formal Notification.

The Director of HR will arrange for the nomination of a senior manager not involved in the case to re-examine the matter. The senior manager will interview the employee who may be accompanied by a trade union representative or a work colleague. The Director of HR will advise the employee of the outcome of the appeal within ten working days. The result of the appeal may take the form of confirmation of the Formal Notification or withdrawal of the Formal Notification.

5.4 Stage 3 – Alternative Employment

This stage is not applicable to employees during their probationary period and they will proceed to Stage 4 (section 5.5). If alternative employment is not considered appropriate, an employee will be informed in writing along with the reason for the decision by the senior manager, normally the Dean or Head of Service.

Where consideration is being given to moving the employee to a suitable alternative role, the employee will be notified that:

- subject to suitable vacancies being available, consideration is being given to offering a suitable alternative role (which may attract a lower rate of pay or be subject to different terms and conditions);
- the under-performance issue must not be in an area or skill that is a requirement for the alternative role;
- they will be expected to undertake temporary work as directed during the period that alternative employment is being sought;
- they will be advised that if an alternative position is not found within a month of starting this stage they will move on to the next stage (Stage 4) in this process;
- the employee will be invited to submit any points for consideration.

If alternative work is identified there will be a trial period. The trial period will be for a period of four weeks beginning on the day they start work in the new job. The purpose of the trial period is for both the employee and their manager to establish whether or not the job is in fact suitable for the employee. During a trial period regular reviews should be held between the employee and the new line manager with the involvement of HR. Throughout this period the employee will remain contracted to the original job and their department will continue to meet salary costs. The employee's basic pay excluding allowances and conditions of service will be unaffected during the trial period.

If an employee is permanently redeployed, revised terms of employment will be issued. The employee will be advised that their performance will continue to be monitored through normal day-to-day line management.

A copy of the Formal Notification will remain on the employee's personal file in HR. If the employee improves to the required standard and is sustaining the improved performance then the Formal Notification will be removed from their personal file in HR, along with any related local records, after 12 months. If a performance issue arises within the 12 months of the redeployment to an alternative role under Stage 3 then the procedure can be commenced at Stage 2 or a later stage if appropriate. Advice must be sought from HR.

5.5 Stage 4 – Dismissal

5.5.1 Dismissal

In the event of a Formal Notification if the required performance standard is not met and/or alternative employment is not successful then the Vice-Chancellor/senior post holder will interview the employee. When the Vice-Chancellor/senior post holder interviews the employee, the Director of HR or a senior HR representative not involved at a previous stage will be in attendance to act as adviser and secretary. The employee will be notified in writing of the requirement to attend with a minimum of five working days notice but less than ten working days notice and the notification should outline the matters which will be considered. The employee will be notified of their right to be accompanied by a trade union representative or colleague.

The Vice-Chancellor/senior post holder will have the power to dismiss or to take any other appropriate action. If the Vice-Chancellor/senior post holder concludes that the employee be dismissed, the decision will be confirmed in writing by the Vice-Chancellor/senior post holder to the employee concerned and, as appropriate, to the trade union representative or colleague, within three working days. The dismissal letter will give the reasons for dismissal and bring to the attention of the employee the right to appeal. The employee will be given notice of the termination of employment in accordance with the employee's contract of employment or payment in lieu of notice.

Under the provisions of paragraph 10.14 of the Article of Governors, in the case of appeal against a decision to dismiss, the dismissal will not take effect until the appeal has been determined.

Where an employee is persistently unable or unwilling to attend a formal meeting without good cause the employer may make a decision on the evidence available in the absence of the employee.

5.5.2 Suspension

It is recognised that on occasion it may be necessary to suspend temporarily an employee from duty owing to their inability to perform their duties, or where for medical reasons it is necessary that the member of staff refrains from undertaking their duties. Suspension from duty shall be put in writing from the Vice-Chancellor/senior post holder.

Paragraph 10.4 of the Articles of Government provides that:

- "a) any person who has been under suspension for three weeks or more may appeal in writing to the Board of Governors against the suspension, save that no such right of appeal shall lie if the person is the subject of a reference to a Special Committee under Article 10.6 or a notification from the Vice-Chancellor under Article 10.13;
- b) any appeal made under Article 10.4 a) shall be considered as soon as practicable;
- c) a suspension against which an appeal is made shall continue to operate pending the determination of the appeal."

6. Appeals

6.1 Making an appeal against dismissal

An employee may appeal in writing against the dismissal. An employee who wishes to appeal should do so in writing to the Clerk to the Board of Governors (and copied to the Director of HR) not later than ten days after the issue of the dismissal letter. The employee should set out in full the grounds of his or her appeal, and if they are proposing to rely on new evidence, he or she should provide details and a copy of any relevant documentation.

Within ten working days of the receipt of the appeal the employee shall be notified by the Clerk to the Board of Governors of:

- the date, time and place of the appeal hearing;
- the right to be represented or accompanied at the appeal hearing by a work colleague (University of Portsmouth employee) or a recognised trade union representative; and
- the names of the persons to be present at the hearing including the members of the Appeal Panel,
- the name of any person(s) attending to present the reason for the decision to dismiss on behalf of the University.

At least six working days before the appeal hearing the name and the address of the employee's representative must be notified in writing to the Clerk to the Board of Governors.

The employee will take all reasonable steps to attend the appeal hearing. The Appeal Panel will be entitled to proceed in the employee's absence where the employee:

- indicates to the Appeal Panel that they do not wish to exercise their right to be heard;
- fails to attend or leaves the appeal hearing without good reason;
- requests postponement or adjournment of the appeal hearing without good cause or repeatedly seeks to postpone the meeting.

Notwithstanding the absence of the employee, at the employee's request, a representative i.e. a work colleague (University of Portsmouth employee) or recognised trade union representative may be present to address the Appeal Panel, including putting the employee's case, summing up and responding on the employee's behalf to any view expressed at the hearing.

6.2 Appeal hearing

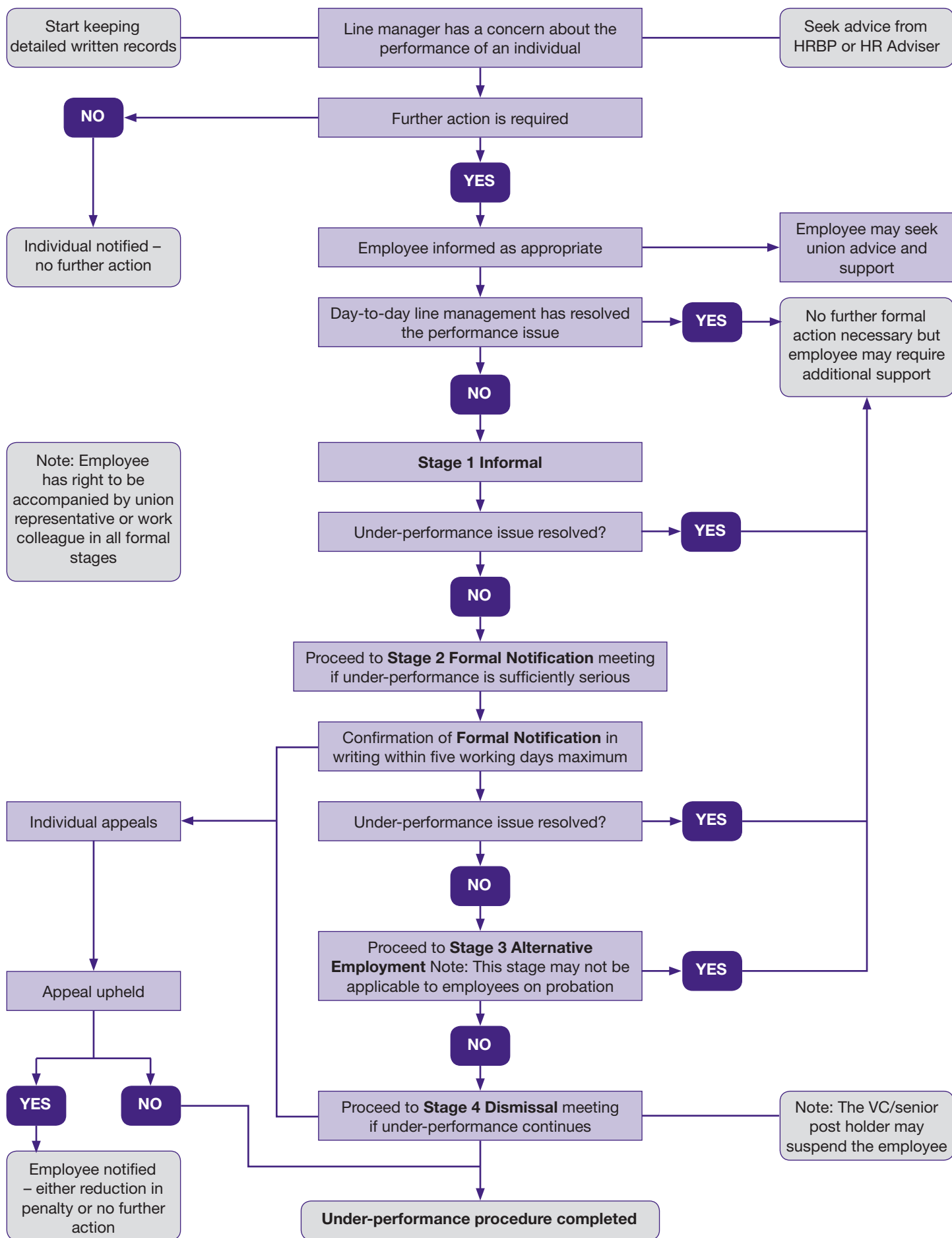
Appeals Panels will comprise at least three external governors normally drawn from the membership of the Human Resources Committee (HRC) and a member of University Executive Board (UEB) who will chair the panel.

- At least five working days prior to the appeal hearing held by the Appeals Panel, the Committee members and the parties will receive the documents to be relied upon by the appellants and their representatives and the respondent University management representatives during the consideration of the appeal.
- The hearing of the appeal will follow the predefined HRC appeals process.
- The employee will be notified in writing of the outcome of the appeal hearing normally within three working days of the appeal hearing. The individual's known private address will be the address used for correspondence.

The decision of the Appeal Panel will be final.

Appendix A

Flowchart of procedure



Appendix B

Performance improvement plan

This document is intended for use during Stage 2 Formal Notification. However, you can use the format for the informal/local discussions with an employee at Stage 1. Advice should be sought from your HR Business Partner/HR Adviser. This template should be used to record action plans, interview notes and other related evidence throughout the performance improvement plan process. Use the same document for each meeting held and noting changes to actions including all dates.

1. Performance issue Line manager to clarify with evidence where the shortfall in performance has occurred e.g. behavioural, delivery. When did it start and what is the impact on the organisation.	
Date	
2. Required/Expected standard Line manager to summarise what is needed to meet the required/expected standard e.g. from the job description, PDR, objectives, behaviours etc.	
Date	
3. Improvement actions A list of actions that need to be taken by the individual to improve performance and how these will be assessed, include details of any further support or training offered including dates. Actions should be specific and achievable.	
Date	
4. Line managers review of progress Line manager to provide details and dates of all review discussions with the individual including progress against the improvement action plan (including any agreed extension to monitoring period).	
Date	
5. Individual's comments An opportunity to record comments/views at any point during the plan.	
Date	

6. Review dates

Line manager signature **Date**

Employee signature **Date**

Appendix C

Guidance on review periods

This guidance can be used to support discussions at Stage 1 and 2 in the procedure and the Performance Improvement Plan can be found at www.port.ac.uk/accesstoinformation/policies/humanresources. The purpose of agreeing a review period is to ensure there is a defined and reasonable timescale for the employee to address the identified performance gap and reach the expected performance in that role. It is vital that you clearly state the:

- 1) performance standard expected
- 2) performance standard being delivered (with examples and clear evidence)
- 3) the performance gap you expect to be closed
- 4) the actions the employee must take
- 5) the actions you (or others) will take to support them
- 6) the timescale over which the improvement needs to be achieved
- 7) the further considerations, should the improvement not be achieved in that timescale.

Overall factors to consider in setting a review period are as follows:

- It is the reviewing manager's overall responsibility to ensure that all relevant circumstances specific to the employee case are taken into account, e.g. how long has the employee been doing the job, what training has been provided, previous discussions, etc.
- Frequency with which the employee has the opportunity to carry out a particular task or demonstrate behaviour (i.e. frequent repetitive work undertaken on a daily basis would require a shorter monitoring period than more irregular tasks).
- The number of improvement areas the employee has to address, as this may require incremental improvement, however the achievement of the increments over reasonable periods must be monitored to ensure achievement to plan.
- Complexity of the role, however, it may be that whilst the role is complex the improvement gap is quite straightforward.
- The time it takes for new employees to reach an acceptable standard of performance, i.e. if the employee is at the expected point on the learning curve then they do not have a performance gap.
- Any previous improvement plans for the employee which have addressed the same task or behaviour.
- The availability of any required training or reviewing manager/support.
- Improvement actions during a review period should be specific and achievable.
- Any health or other issues that may be impacting the employee.

The table is for guidance only, it does not cover every eventuality and each employee case should be reviewed depending upon its specific circumstances.

Review periods			
Business as usual management	2–4 weeks	4–6 weeks	6–8 weeks (may be a longer period if required by the role)
The review period for assessment will vary depending upon the nature of the role. However, the guidance in this table should help determine the appropriate period.	Typically the employee will be carrying out daily/weekly repetitive and measurable tasks which are quantitative in nature. (Quantitative measures can be monitored against a number of actions/jobs undertaken, i.e. they are concerned with and can be measured by quantity). There will be a clearly defined process behind the day-to-day operational task. It is critical to ensure that the appropriate training has been given to help the employee to carry out these daily tasks. A 2–4 week window is an adequate review period for these types of roles.	Typically the employee will be carrying out more varied, day-to-day operational duties and employees may have to manage their time carrying out various work. Therefore a longer review period of up to 6 weeks may be more appropriate. These types of roles will include both qualitative and quantitative measures. (Qualitative measures are measured by quality of the output.) It is critical to ensure that the appropriate training has been given to help the employee to carry out their role.	Typically the employee will be working on qualitative areas, and a clearly defined process is not always visible. There will be more subjectivity in the daily tasks of the roles. Therefore, when determining review periods, an 8-week window may be more appropriate. It is critical to ensure that the appropriate training has been given to help the employee carry out their role. Where development needs are identified in behavioural areas, a review period of 8 weeks and in some circumstances longer than 8 weeks may be required. It will depend on the employee circumstances, and the reviewing manager should discuss the appropriate review period with their HR Business Partner/HR Adviser.

Please note that an employee's annual leave should be taken into account when deciding on appropriate review periods. The table is for guidance only, it does not cover every eventuality and each employee case should be reviewed depending upon its specific circumstances.

Appendix D

Other sources of information

HR Business Partner/HR Adviser for your area

www.port.ac.uk/departments/services/humanresources/contactus/stafflist/

HR website

www.port.ac.uk/departments/services/humanresources/

Policy and procedures

Including, but not limited to:

- Grievance
- Discipline
- Anti-Bullying and Harassment
- Managing Sickness Absence Procedure: Part 1
- Staff Email Policy
- Declaration of Interests

www.port.ac.uk/accesstoinformation/policies/

Articles of Government

www.port.ac.uk/accesstoinformation/policies/universitycirculars/filetodownload,77031,en.pdf

Occupational Health Service 023 9284 3187

www.port.ac.uk/occupationalhealthservice/

Employee counselling

eap.rightcorecare.co.uk/

Trade unions – UCU and Unison

ucu.port.ac.uk/ or www.ucu.org.uk/

www.port.ac.uk/unison/ or www.unison.org.uk/

Recourse

recourse.org.uk

ACAS

www.acas.co.uk

University of Portsmouth
Department of Human Resources
University House
Winston Churchill Avenue
Portsmouth PO1 2UP
United Kingdom

T: +44 (0)23 9284 3141
F: +44 (0)23 9284 3122
E: university.secretary@port.ac.uk
W: www.port.ac.uk