



Performance Management Policy	
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OSPREY GROUP
PERFORMANCE MANAGEMENT POLICY
POLICY STATEMENT

Osprey Housing Group believe that effective and efficient management of our performance is vital to the success of maintaining good quality services for all our tenants and providing value for money.

We embrace quality property management and this is encompassed in our Core Values:

✓ **AMBITION**

empowering through innovation and challenge

✓ **(E)QUALITY**

doing the best for individuals and communities in a fair and equal way

✓ **RESPECT & PROFESSIONALISM**

towards each other, the people we work with; the people we serve and our environment

✓ **ACHIEVEMENT**

delivering outcomes that matter and make a real difference – now and in the future

Performance Management Policy

1. Introduction

The Osprey Group recognises and values the contribution of all of its employees as they are instrumental in providing our services to tenants, other staff and our stakeholders. As we aim to ensure that our people feel valued and take a personal responsibility to provide the highest standard of performance that they can, we expect high levels of performance, conduct and capability from everyone. This policy has been developed in order to both quantify and enhance these expectations.

We believe that the key components of a highly effective performance management process include:

- A consistently applied annual appraisal process that provides clear expectations and feedback to manage performance.
- A clear understanding of the organisation's current and future business strategies to enable identification of the key gaps between the talent in place and the talent required to drive business success.
- A robust succession plan integrated with strategic and business plans that is designed to close the talent gaps.
- Appropriate recruitment and promotion decisions.
- Connection of individual and team objectives to corporate goals.
- Development of talent to enhance performance in current positions as well as readiness for transition to other roles.

This policy sets out how we manage our talent through the formal processes of measuring staff performance and succession planning bearing the above components in mind.

2. Policy Purpose

The purpose of this policy is to:

- provide a fair and consistent mechanism for monitoring and evaluating individual performance.
- ensure that high performance is recognised and appreciated.
- support all our staff to fulfil their potential - we have an obligation to enable our staff to achieve the best in their careers that they can. This is a conscious decision on Osprey's part to nurture and facilitate the continuous development of all our employees.
- adopt a more systematic and coordinated approach to managing our talent through the use of consistent annual appraisal and succession planning.
- recognise that whilst all reasonable efforts will be made to help improve and retain an individual employee with performance issues, We cannot guarantee to maintain employment.

- ensure records will be treated as confidential and kept no longer than necessary in accordance with the General Data Protection Regulations.
- enable reasonable adjustments to be made when dealing with disabled employees in accordance with the Equality Act 2010.

3. Appraisal Process

Osprey's Appraisal process is the system for formally reviewing and recording the performance, potential and development needs of our employees. A Performance Appraisal is a tool to ensure that employees are clear about what is expected of them and how they will be supported to achieve good performance. The Osprey Annual Appraisal cycle is attached as Appendix 1.

Appraisal should be a continuous process and should not be limited to the Performance Appraisal annual and interim reviews. It is essential where work performance problems arise that they are addressed at the time that they occur, rather than waiting for the annual review.

The annual formal review will provide an opportunity to assess and record past performance and progress as well as future aspiration and potential. It is therefore an essential activity for both the employee and their manager. An employee should not be made aware of any performance issues for the first time at the formal review as these should be addressed with the employee as soon after the performance issue is noted as possible.

4. Measuring Staff Performance

4.1 Setting Objectives

Objectives are definable achievements that we expect our employees to accomplish. Objectives should be fair, accurate and reflect the tasks employees actually carry out. They should focus on areas where the employee has control over the outcome.

Job descriptions and team objectives can provide a good starting point in identifying what employees should be reasonably expected to achieve in their roles. The clearer the performance objectives and their measurement, the lower the risk that disagreements or claims of unfairness will arise when performance is assessed.

We will set annual objectives for all our staff. We will use the SMART objectives framework to provide a consistent way to set clear performance measurements. (See Appendix 4 for more information on SMART objectives.)

SMART objectives are:

- Specific - what exactly does the employee need to do?
- Measurable - how will the manager and employee know that it has been achieved?

- Achievable - while it should be challenging, is it something the employee is reasonably capable of achieving?
- Relevant - does it relate to the needs of the team/department/business?
- Timebound - when does it need to be achieved by?

The four main strategic objectives of the Osprey Group are:

- Make the customer at the focus of everything we do
- Provide more and better homes
- Be a stronger organisation
- Be a great place to work

While it is acknowledged that not all employees will be able to agree individual objectives that reflect all four of these areas, their agreed objectives must directly connect to at least one of the above.

4.2 Agree Objectives with Each Employee

Objectives should be agreed between managers and employees. This will ensure:

- objectives are relevant and appropriate to their roles;
- objectives reflect the Osprey strategic objectives;
- employees understand what is expected of them;
- agreement that the objectives are reasonable and achievable.

If a number of employees carry out similar tasks, it may be preferable to agree common objectives with these groups of employees.

4.3 Monitor and Review Objectives

Performance and expectations should be reviewed throughout the year. If any additional tasks or special projects are given to an employee during the year, their manager should discuss and agree with them how to include this either by:

- adding supplementary objectives for this work;
- amending existing objectives.

4.4 Setting Behaviours

Behaviours (sometimes called competencies or standards) focus on how an employee should approach the work and duties that their role requires. How an employee carries out their work can be as important as the end result and a review of this should form part of any appraisal conversation.

Like objectives, specific required behaviours should be agreed between managers and staff to ensure there is a common understanding of what is expected and an agreement that it is appropriate. These behaviours should also align to the agreed Osprey values of:

- Ambition;
- Achievement
- (E)Quality;
- Respect and Professionalism.

As Osprey's agreed strategic objective is 'making the customer the focus of everything we do', one behavioural objective should focus specifically on customer care.

Other example behaviours to be considered may include:

- leadership;
- teamwork;
- promoting equality;
- communicating effectively;
- embracing change.

Staff will be given clear guidance on how they are expected to demonstrate these behaviours. This could be done by creating a framework setting out positive and negative actions for each behaviour or by providing examples of what the employee is expected to demonstrate.

4.5 Performance Conversations

Discussing performance is an essential part of any performance management arrangement. We will ensure every member of staff has an annual performance appraisal and a six monthly interim review with their manager. Having time set aside for a meeting to review performance and agree plans moving forward ensures that each employee is supported to meet their expected standards of performance.

An employee may consider these meetings to be their only opportunity to talk to their manager about issues they are having in work or at home that are affecting their performance, so managers should be prepared to handle these sort of conversations should they arise.

Meetings should be planned in advance, held in private and free from interruptions. Both the manager and employee should come prepared to discuss:

- what has gone well during the year, and what has been more challenging.
- any concerns or areas where further help may be useful.
- how they have performed against their performance measurements.
- ways to build on their achievements the following year
- their career aspirations and plans for the future.

4.6 Regular Catch-ups

As well as the more formal performance conversations, there should be regular informal catch-ups between managers and their employees. Talking regularly helps managers to:

- identify and keep track of issues.
- acknowledge good work and show that it is valued and appreciated.
- raise potential issues before they become more serious.
- provide the support staff need to improve and/or develop further.

It also help employees to:

- feel valued and appreciated for their efforts.
- learn how their performance could be improved.
- feel able to approach managers for support when they need it.

These catch-ups do not have to take up much time. In most situations, they should be short and casual conversations that just check on how things have been going and whether anything could be improved.

Catch-ups can be a good opportunity to raise or follow up on any issues around performance and agree what can be done to support the employee to improve. There should be no surprises at the end of the year appraisal, therefore issues should be discussed when they arise and not left until the formal performance meeting.

4.7 Assessing Staff against their Performance Measurements

The performance of staff should only be assessed against the performance measurements set out in the Osprey Performance Appraisal form (Appendix 3). The following ratings will be used:

4.7.1 Performance Rating

<p>LESS THAN EFFECTIVE For example - Needs prompting and close supervision. Standard of work requires improvement, and mistakes regularly. Takes few opportunities to produce results and does not willingly tackle demanding work. Displays little enthusiasm</p>	L
<p>EFFECTIVE Works consistently with little prompting and few delays. Takes most opportunities to produce results and work is of a good standard. Is enthusiastic and committed.</p>	E
<p>VERY EFFECTIVE Gets through a high volume of work with minimum supervision. Takes all opportunities to produce results and consistently demonstrates a high level of performance. Displays a high level of commitment, enthusiasm, activity and involvement.</p>	V

The rating score of staff is usually decided by their managers following discussion with the employee at the formal performance meeting.

Where there is concern or disagreement about how performance has been assessed, the employee should be encouraged to discuss this with their manager. Talking about it may clarify why they have been scored in this way and allow them to challenge any area they believe to be unfair. If they are still unhappy after raising it with their manager, they should be able to raise the matter with another manager. This ensures that staff are being assessed fairly, consistently and transparently across the organisation.

4.8 Keeping a Record of Performance

Keeping a consistent record of all our employees' performance is very important which is why the Performance Appraisal form will be used in all cases. Having easy access to such information can help in a number of different ways:

- Assist discussions between a manager and employee when they have performance-related meetings.
- Be used as evidence to support a promotion or other job opportunities.
- Be used as evidence in disciplinary related issues.

Any records of performance must meet Osprey's GDPR (General Data Protection Regulation) obligations.

5. Managing Poor Performance

A fair and consistent approach to dealing with poor performance and one that reinforces to employees the standards expected of them is required. Where an employee's poor performance is due to a lack of capability or competence whether due to organisational change, lack of training, change of job content, failure to comprehend their role and remit or personal factors, the process outlined in Appendix 5 should be followed.

In cases where poor performance is deemed to be deliberate non-compliance by the employee the Disciplinary Policy will be used. Failure to cooperate with performance management measures, instances where no improvement can be evidenced, and/or failure to achieve a satisfactory sustained improvement in performance may also result in use of the Disciplinary Policy and could lead to dismissal.

6. Future Aspirations

Osprey, through robust talent management, seeks to attract, identify, develop, engage, retain and deploy individual staff members to the fulfillment of their potential. By managing talent strategically, we intend to continue to build a high performance workplace, develop into a learning organisation, add value to our reputation, contribute to diversity management and achieve our strategic objective to be a truly great place to work. A robust system of planning will help us to achieve this.

6.1 Desired Results

The desired results of this process are to:

- identify high-potential employees capable of rapid advancement to positions of higher responsibility than those they presently occupy.
- ensure the systematic and long-term development of all individuals to replace key job incumbents as the need arises due to deaths, disabilities, retirements, and other unexpected losses.
- provide a continuous flow of talented people to meet our needs.
- meet our aspiration to exercise social responsibility by facilitating the advancement of groups with protected characteristics inside the organisation.

Future Aspiration planning will be carried out as part of the annual appraisal process with managers being asked to answer specific questions regarding the potential of their staff in Section 4 of the Osprey Performance Appraisal form. The results of this process will be correlated by the Corporate Services team and a robust organisation-wide succession plan that is integrated with strategic and business plans will be produced. This plan will be designed to specifically identify and close any talent gaps that occur.

7. Equal Opportunities

We shall strive to ensure equality of opportunity, and by definition, that all individuals are treated fairly regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. We oppose, and shall adopt a zero tolerance stance towards, all forms of unlawful discrimination, harassment and victimisation.

In this regard, we acknowledge the protected characteristics and types of unlawful behaviour defined within the Equality Act 2010. As a minimum all practices shall aim to ensure compliance with the legislative provisions therein.

8. Monitoring & Reporting

We will monitor this policy in conjunction with our other policies and procedures to ensure that it is being adhered to.

9. Review

This policy will be reviewed every 3 years unless the following criteria dictate that it would be best practise to review sooner:

- i. applicable legislation, rules, regulations and guidance, both those which affect the Group directly and those which affect the resources available to significant numbers of our customers to enable them to sustain tenancies
- ii. changes in the organisation.
- iii. continued best practice.

Appendix 1 The Annual Appraisal Cycle

Month	Actions
January	Corporate Services Manager meet with the CEO to review results from the previous year's appraisal and succession planning efforts and to plan for the present year's process.
February	Senior Management Team will meet to: <ul style="list-style-type: none"> • emphasise the importance of succession planning and review the previous year's results. • Review and distribute forms and establish due dates for their completion and return.
April/May	Annual appraisals take place for all staff. Forms completed and returned to the CSM.
October/November	Six monthly reviews take place
Throughout the year	Regular catch up meetings with all staff SMT will review progress in developing identified successors throughout their areas of responsibility.

Appendix 2

Osprey Performance Appraisal - Notes for Managers and Staff

Aims of Performance Review:

- ✓ Improve staff engagement and performance
- ✓ Help Osprey grow and develop by meeting our Strategic Objectives
- ✓ Improve management
- ✓ Set individual performance objectives that meet our Strategic Objectives
- ✓ Embrace our Vision and Core Values
- ✓ Plan for the future

Why?

- To review your performance
- To **get** feedback from your manager
- To **give** feedback to your manager
- To agree training/development needs
- To agree improvements/plans for the future

How?

1. Meeting date agreed with Manager – ideally 2 weeks in advance
2. Employee to consider their performance under section 1 and complete section 2
3. Return form to your Manager 1 week before meeting
4. One to one meeting carried out and section 3 and 4 completed
5. Manager completes form and
6. Employee signs off agreed outcomes/objectives
7. Six monthly review takes place

Ask Yourself...



- Are you doing your best?
- Are you consistently great at your job?
- Do you live by the Osprey Core Values?
- How do you contribute to the success of We?
- What more can you do?

Appendix 3 Osprey Performance Appraisal Form

Employee Name:
Job Title:
Date of Performance meeting:
Manager:

**SECTION 1
PERFORMANCE**

	Rating	Comments
Job Knowledge – Do you have the knowledge to carry out your job properly		
Teamwork – How well do you work with others and accomplish goals of the work group		
Dependability – How well do you follow procedures		
Attendance – Any pattern of absence or non-attendance		
Work Planning and Volume – Consider your success in planning own work and volume of work in relation to job requirements		
Relationships – with superiors, peers and subordinates		
Interest, Initiative and Involvement – Is the employee committed to your job responsibility		

PERFORMANCE RATING

<p>LESS THAN EFFECTIVE For example - Needs prompting and close supervision. Standard of work requires improvement, and mistakes regularly. Takes few opportunities to produce results and does not willingly tackle demanding work. Displays little enthusiasm</p>	<p>L</p>
<p>EFFECTIVE Works consistently with little prompting and few delays. Takes most opportunities to produce results and work is of a good standard. Is enthusiastic and committed.</p>	<p>E</p>
<p>VERY EFFECTIVE Gets through a high volume of work with minimum supervision. Takes all opportunities to produce results and consistently demonstrates a high level of performance. Displays a high level of commitment, enthusiasm, activity and involvement.</p>	<p>V</p>

**SECTION 2
 PRACTICAL EXAMPLES**

<p>What has gone well and what did you do to improve your quality of work or working practices in the past 6 months?</p>	
<p>What has not gone so well, and what will you do to improve your work or working practices in the next 6 months?</p>	
<p>What real and meaningful improvement could Osprey Group change that would make working practices and/or our customer service better?</p>	

**SECTION 3
AGREED OBJECTIVES**

	How have you delivered against it?	Date Completed
Objective 1: [Insert objective]		
Objective 2: [insert objective]		
Objective 3: [Insert objective]		
Behaviour 1: [Insert behaviour]		
Behaviour 2: [Insert behaviour]		
Actions moving forward	1: 2: 3:	

**SECTION 4
FUTURE ASPIRATIONS**

	Comments
<p>1. What additional support would you require to enable you to perform at a higher or different level?</p>	
<p>2. Do you demonstrate leadership ability now - through your engagement with the team, by standing out in some way: showing initiative and vision, delivering on promised results, communicating effectively, and taking appropriate risks?</p>	
<p>3. Do you demonstrate an ability to effectively interact with customers, internal and external partners and people at a higher level?</p>	
<p>4. Can you show evidence of understanding broader company issues?</p>	

Employee's Comments

Manager's Comments

Signed (employee):

Date:

Signed (Manager):

Six Monthly Interim Review

Date

Employee's Comments

Manager's Comments

Signed (Employee):

Date:

Signed (Manager):

Appendix 4

Writing SMART Objectives

SMART Objectives should be written using active strong verbs. This is because Action verbs are observable and better communicate the intent of what is to be attempted, like *plan, write, conduct, produce, apply, to recite, to revise, to contrast, to install, to select, to assemble, to compare, to investigate, and to develop.* etc. Generalities and infinitives in objective statements should be avoided including *to know, to understand, to enjoy, and to believe.* rather than *learn, understand, feel.* The words need to be not only active but measurable.

1- Specific

Specific means referring to something unique, and is the opposite of general, broad or vague. Therefore, a specific goal should detail where you want to arrive, unequivocally. It goes without saying that our goal is to provide social housing or to build communities, these are general goals, not examples of SMART objectives. An example SMART goal, with respect to the specific feature, could be:

I want to reduce the number of my tenants who are in rent arrears.

2- Measurable

When we refer to measurable, it's not only to define a measurement, a number to be achieved, but also that its objective can be ascertained objectively. For example, if we were to establish the goal to make 75% of our tenant's happy, there would be no way to measure it, this criterion is subjective and impossible to measure. The correct way would look something like this:

I want to decrease the number of my tenants who are in rent arrears by 5%.

3- Attainable

Now we need our SMART company goal to be achievable. If we were to talk about a 200% decrease depending on the circumstances (but most likely) it would be unattainable, making the goal unbelievable, discouraging anyone who had to reach it and turning it into something useless and purposeless.

4- Relevant

There's nothing more meaningless than setting a goal that won't give you any practical meaning or that won't help the company grow. SMART goals have to be important to the business. Your goal should always be linked to something that will define the company's destiny, in our case managing arrears is fundamental to the success of our business.

5- Timebound

Now we've reached the last feature of our SMART goals: a date, a time to reach the goal. In our case, it could be **to achieve the 5% decrease in arrears by the end of the year.**

Appendix 5

Dealing with Poor Performance Procedure

1. Informal Action

Good and regular communication between line managers and employees should enable performance issues to be addressed promptly using the informal approach. One to one meetings will be regularly held between line managers and individuals to monitor on-going performance.

If an employee's performance is substandard, he/she should be spoken to privately highlighting areas where performance is not considered to be satisfactory (with clear specific examples) and identifying where improvements are required. Suggestions should also be made as to ways in which improvements can be achieved. It is important that this meeting also encourages the employee to explain possible reasons for their poor performance. This should enable the line manager to determine the most appropriate course of action.

An informal one to one meeting between line managers and employees may be used where appropriate to discuss individual issues. Line managers will make a note of the issues discussed.

If an informal one to one discussion is not sufficient or there have been several incidents resulting in repeated discussion, the line manager will set out agreed actions designed to resolve the issue/s as part of an action plan. This will include a review period; specify any additional supervision or training, any changes in working arrangements or practices, any provision of equipment and facilities, and /or any referral to occupational health or other agencies.

The line manager should make a note of the meeting. Copies of the agreed actions should go to the employee and a copy kept on the employee's HR file. The employee should sign a copy of the agreed actions to acknowledge the content and process.

Where the above process does not lead to a satisfactory sustained improvement, the formal Performance at Work Procedure will be instigated. No formal action should be taken until the informal process has been exhausted.

2. Formal Action

Stage 1 (Written Warning)

Where the manager believes that a more serious case of lack of capability exists or where persistent poor performance has not responded to informal action, they should consult the Corporate Services team with a view to arranging a formal meeting with the employee.

A letter outlining the date and time of the meeting, must be sent to the employee at least 5 working days in advance of the meeting. The letter must include:

- i. The reason for the meeting.
- ii. The name of the manager who will conduct the meeting.
- iii. The employee's right to be represented or accompanied by a suitable colleague or union representative.
- iv. Copies of any documentation to be used at the meeting (e.g. action plans).
- v. A copy of this Policy and Procedure.

At the meeting the manager should:

- Set out the standards of work performance expected of the employee in the areas under consideration.
- Explain how the employee's performance has fallen short of what is required and the impact of this on service delivery. Specific examples should be used
- Confirm that any informal measures have failed to improve performance to the level required, and that the poor performance is due to lack of positive attitude, lack of skills and/or ability.
- Provide the employee with the opportunity to explain and/or give reasons why the manager should not consider that performance has been poor or unsatisfactory.
- If not satisfied with the explanation(s) offered by the employee, a written warning will be issued to the employee and they will be advised that failure to improve their performance could ultimately lead to dismissal, should they continue to fail to meet the standard required.
- A formal Performance Improvement Plan (Appendix B) will be discussed with the employee in order to establish a timetable for improvement. It is important that the line manager monitors performance against the improvement plan on a regular basis and at agreed review periods.
- Should actions be required from the line manager with regards to training, support referrals etc. this should be undertaken as soon as is reasonably practicable.

After the meeting the line manager must confirm the action(s) to be taken following the meeting, in writing, to the employee within 5 working days. The letter should state:

- i. The areas where improvement is required.
- ii. The level of improvement required / or the required standard that must be achieved and the relevant review date.
- iii. The measures that will be made available to ensure that the employees can reach this level.

- iv. That a Written Warning has been issued and the consequences if performance does not reach a satisfactory level.

The employee will have the right to appeal against any formal warning issued. This should be done within 5 working days of receipt of letter. Any appeal should be to the Corporate Services Manager.

3. Formal Action

Stage 2 (Final Written Warning)

If performance is assessed as satisfactory at the end of the review period, the manager should inform the employee of the outcome of the review and confirm this in writing.

If, however, performance has not reached the required level at the end of the review period (or earlier if clearly there is no improvement or further deterioration), the line manager should consult the Corporate Services Team with a view to holding a further formal meeting.

The arrangements and format for this meeting should follow a similar process as detailed in Stage 1. The line manager should also be prepared to adjourn the meeting, if necessary, to investigate any new points or evidence raised by the employee.

After the meeting the manager must confirm the action to be taken following the meeting, in writing, to the employee within 5 working days. The letter should state:

- i. The areas where improvement is still required.
- ii. The level of improvement required / or the required standard that must be achieved and the review date as detailed of the final Performance Improvement Programme.
- iii. The measures that will be made available to ensure that the employees can reach this level.
- iv. That a Final Written Warning has been issued and the consequences if performance does not reach a satisfactory level.

The employee will have the right to appeal against any formal warning issued. This should be done within 5 working days of receipt of letter. Any appeal should be to the Chief Executive.

Where the Performance issue relates to the Chief Executive, the performance review process would be undertaken by the Chair of the Governing Body and appropriate members.

4. Formal Action

Stage 3 (Formal Capability Hearing)

If performance is assessed as satisfactory at the end of the review period, the line manager should inform the employee of the outcome of the review and confirm this in writing.

If, however, performance has not reached the required level at the end of the final review period (or earlier if clearly there is no improvement or further deterioration) the line manager should consult the Corporate Services Team with a view to convening a Formal Capability Hearing.

The employee will be advised in writing of arrangements for a **Formal Capability Hearing** with at least 5 days' notice being provided. The notification will include the purpose of the meeting, copies of any written evidence to be submitted, relevant documents to be referred to, and details of any witnesses to be called. The employee will be advised of the right to be accompanied by a suitable colleague or union representative. The Panel should comprise the Chief Executive and either the Corporate Services Manager or a representative from HR and a third senior manager if deemed appropriate.

The Panel will need to consider:

- An outline of the employee's job/role within the department including their date of commencement, job description, their application form and training record.
- The performance standards required of the postholder.
- Reasons why the standards are achievable.
- The reasons for setting the standards.
- Where the employee falls short of performance (with evidence as appropriate).
- Steps that the line manager has taken to improve the employee's performance including dates and times of meetings with copies of any relevant action plans, letters sent and notes of meetings held.
- Management's response to any explanations or statements given by the employee.

The Panel may determine that:

- No further action is taken.
- There is a further opportunity to improve performance, together with any specific recommendations.
- Alternative work should be considered, not necessarily at the same grade or salary.
- The employee's contract of employment is terminated with the required period of notice.

The employee will be advised of the right of appeal against any decision and the decision will be conveyed in writing within 5 working days.

Any appeals against dismissal must be made in writing stating the grounds upon which it is made to the Chief Executive. This will take place no later than 5 days after receipt of the letter confirming the decision of the Capability Hearing Panel.

An Appeal Hearing will be convened where possible within 2 calendar weeks of the date the appeal was lodged. The Appeal Hearing may uphold the appeal, substitute a lesser sanction or confirm the formal action taken.

Appendix 6

Performance Improvement Plan (PIP)

To be used by manager and employee as part of the managing capability procedure as a signed record.

- *Informal Counselling
- *Formal PIP
- *Final PIP
- *Delete as appropriate

<p>Name of manager conducting interview: _____</p> <p>Designation: _____</p> <p>Accompanied by: _____</p> <p>Name or employee being interviewed: _____</p> <p>Designation: _____</p> <p>Accompanied by: _____</p>
<p>Date of interview:</p> <p>Dates of any previous discussion(s) regarding performance: (Please attach any supporting documentation)</p>

Any other information which should be taken into account regarding employees performance – employee’s comments:

Are there any warnings to be given? Formal / Final

Date of next meeting: _____

Signed by employee: _____

Date: _____

Signed by manager: _____

Date: _____

To be completed by manager - Reason for issuing formal warning:

Cc Employee
Personal File
Trade union representative

**SPECIFIC WORK ISSUES WHICH REQUIRE DISCUSSION BETWEEN
MANAGER AND EMPLOYEE**

Area of concern	
Standards Required	
Agreed action to Meet requirements	
Timescale for Improvements/ Review	
Support required	