

THE EDUCATION VILLAGE ACADEMY TRUST



PERFORMANCE MANAGEMENT POLICY

EVAT Version Control Document

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Monitoring and review

This policy is reviewed **annually**

The scheduled review date for this policy is **February 2024**.

Values and Ethos

Our values and ethos are inclusive and child centred. Our Trust is founded on the principles of inclusivity, diversity and fairness, and they are fundamental to our delivery of exceptional learning experiences.

EVAT stands for:

- **E**xcellence and high standards
 - a can-do culture and no-excuses ethos
- **V**alues driven with a deep sense of purpose
 - putting children and young people first
 - behaving ethically
- **A**mbition and aspiration for all
 - irrespective of background or barriers – being truly inclusive
- **T**eamwork
 - we do more, better and faster, together

We are a village. We collaborate, with our learners, their families and our communities, to provide exceptional education so that all the children and young people we serve achieve the best possible outcomes.

Our Ethos is to:

- Create a nurturing and friendly atmosphere and provide an environment where everyone feels valued for who they are
- Bring out the best in every child and young person and meet the full range of their individual needs
- Provide different and unique experiences, challenges and activities
- Show tolerance and respect for each other
- Prepare our children and young people for lifelong learning
- Improve the life chances of every child and young person we serve.

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N.B. Where reference is made to an 'Academy' or a 'School' the intention is that the policy is universal and applies to both. Any reference to Principal may also include Executive Principal, Head of School or another member of ELT or SLT.

THE EDUCATION VILLAGE ACADEMY TRUST PERFORMANCE MANAGEMENT POLICY

1.0 Policy Statement

- 1.1 The Education Village Academy Trust (the Trust) values all its staffs and appreciates the essential role they play in delivering high quality education to the children and young people of Darlington.
- 1.2 The Trust also recognises that staffs at all levels need to know the standard of job performance expected of them.
- 1.3 The Trust will aim to address such cases informally in the first instance. However, if the informal process has been tried unsuccessfully, or where the situation is considered to be of a more serious nature, the Trust will use a formal process. Both the informal and formal procedures are set out in this policy.

2.0 Equalities

- 2.1 The Equality Act 2010 protects staffs from harassment on the grounds of the following "protected characteristics": age; sex; race; disability; religion or beliefs; sexual orientation, marriage or civil partnership and gender reassignment. Under the Act, staffs are able to complain of behaviour that they find offensive even if it is not directed at them (indirect harassment). Furthermore, staffs are able to complain about harassment on the grounds that they are perceived to possess a protected characteristic, or are associated with someone who has a protected characteristic (perceptive and associative harassment).
- 2.2 Further guidance on addressing equality issues when implementing this policy and the related procedure is given in the associated guidance and is also available from the People Team.

3.0 Introduction

- 3.1 This policy and the related procedures aim to:
 - Help staffs to improve their job performance wherever possible to meet the standard required
 - Help the Trust to deal with such cases as quickly and effectively as possible
 - Promote fairness and transparency by providing written procedures that are specific, clear and applied consistently
 - Provide an alternative route to the disciplinary procedure

4.0 Definition

- 4.1 This policy and the related procedures apply in cases of poor performance which are not covered under the Disciplinary Policy or the separate arrangements for staffs under probation.
- 4.2 It will usually apply where an employee is unable to improve, despite his or her best efforts. This could be because the staff is lacking in knowledge, skill or ability. The Trust will aim to help the staff to improve his / her job performance so that s/he is able to meet the standard required.
- 4.3 If there is any possibility that the poor performance may be linked to illness, injury or other physical or mental impairment, this procedure must be suspended whilst advice is sought from the Trust's Occupational Health Service.

5.0 Scope

- 5.1 This policy and the related procedures apply to all Trust staffs (teaching and non-teaching staff members).
- 5.2 It should also be noted that day-to-day managerial supervision of and guidance to staffs is outside the scope of this policy.
- 5.3 The procedure associated with this policy, does not form part of any staff's contract of employment.
- 5.4 The Trust has overall responsibility for this policy, including keeping it under review.

6.0 General Principles

- 6.1 The Trust recognises the importance of dealing with performance management cases fairly. As such:
 - The emphasis will be on dealing with issues informally before moving into the formal performance management procedure; however, where matters cannot be resolved informally, or where actions are considered to be of a more serious nature, the formal procedure will be followed
 - A constructive approach will be taken to achieving improved work performance and standards through effective supervision, monitoring, support, training and performance review
 - Staff has the right to be accompanied at all stages of the formal procedure by their trade union representative, or workplace colleague who does not have a conflict of interest. The Trust will consider a request for legal representation where professional registration may be at risk or where there is the possibility of referral to a statutory organisation (in which case the Trust will also have access to legal representation)
 - Staff will have the right to appeal against any formal sanction

- The Trust will raise and deal with issues promptly and not unreasonably delay meetings, decisions or confirmation of those decisions
- Before the commencement of any performance management process there should be demonstrable evidence of poor performance
- Staff will be given reasonable and proportionate timescales in which to achieve satisfactory improvement of tasks in which they are underperforming. Such timescales will be appropriate to the job and work cycles
- When setting timescales, the manager will consider the level of any additional training necessary to achieve the required standards of performance
- It is recognised that the performance management process is difficult for staffs managed under this policy and appropriate support should be given and achievements recognised

7.0 Responsibility

- 7.1 The **Board of Trustees** and **Chief Executive**, and through appropriate delegation, the **Chief Operating Officer** in respect of the Trust Support Team staff, and the **Executive Principal** and **Principals** in respect of Academy / School staff are responsible for ensuring that this policy and the related procedures are implemented effectively in the Trust. They should ensure that managers with staff management responsibilities have had appropriate training on the application of the policy.
- 7.2 Staffs with staff management responsibilities have primary responsibility for managing effective job performance in their teams. Use of performance management processes, supplemented by regular meetings to discuss day-to-day performance, should help to establish an ongoing positive working relationship between managers and their team members. Ideally, this should prevent performance management issues from occurring in the first instance.
- 7.3 They should ensure that they have received appropriate training on how to implement this policy and make the appropriate Principal, Executive Principal or the Chief Executive aware of any difficult cases.
- 7.4 Staff must acknowledge that good job performance is a crucial part of any employment relationship and accepted as the norm. As such, they must take whatever action is necessary to improve their performance and be open to and act upon constructive feedback. They must comply with this policy and the related procedures as appropriate.
- 7.5 The People Team is responsible for advising managers on effective case management and for gathering, analysing and reporting on data relating to performance management cases. Relevant People Team staff may advise managers, Principals, other executive leaders, trustees and governors at informal or formal meetings, if required.

8.0 Authorised Officers

8.1 The relevant levels of authorisation for each stage of the procedures are summarised in the table below:

Stage of the Procedure	Authorised Officer	Appeal Hearing Officer
Informal (as part of supervision and performance management processes)	Immediate line manager or Principal or other nominated manager	No right of appeal
Formal review meeting and monitoring	Immediate line manager or Principal or other nominated manager	No right of appeal
Performance management Hearing	Chief Executive / Chief Operating Officer	Panel of Trustees

8.2 In respect of academy/school staff, the Principal/Executive Principal is the Authorised Officer; for Trust Support Staff it is the Chief Operating Officer. In the case of a Principal, Executive Principal or the Chief Operating Officer, the Authorised Officer is the Chief Executive.

8.3 **Suspensions** from duty can be approved by the Chief Executive or Chair of the Board of Trustees. Suspensions can only be lifted by the Chief Executive, Chair of the Board of Trustees or a committee of Trustees.

9.0 The Performance Management Procedure

Informal Process – Management Guidance

9.1 Unsatisfactory performance could be due to a range of issues such as a lack of skills, inadequate training, lack of support, equipment or other resources, or problematic working relationships.

9.2 The Trust will seek to resolve performance management issues informally wherever possible before moving into the formal performance management procedure. In many cases, early identification of problems may lead to an improvement in a staff's performance to the required standard, without recourse to the formal procedure.

Initial Meeting, Monitoring and Review

9.3 The manager will make the staff aware of unsatisfactory performance at the earliest possible opportunity and try to identify the reason(s) for this

underperformance. This may be done as part of normal supervision, one-to-one process or relevant performance management arrangements.

- 9.4 This process involves a manager talking with the staff aimed at discussing unsatisfactory performance and encouraging improvement. Staffs themselves may also recognise problems and request a discussion with their manager.
- 9.5 Although the staff does not have a legal right to representation at this stage of the process, both representation and People Team involvement may be recommended in certain cases.
- 9.6 The manager will provide factual examples and evidence of the unsatisfactory performance and will listen to the explanation given by the staff.
- 9.7 A Performance Improvement Plan (PIP) will be drawn up with, and issued to, the staff either at or after the meeting. Further details, a suggested format for the Improvement Plan and draft cover letter are included in the guidance to this policy. A copy of which will be saved on the staff's personal file.
- 9.8 The PIP will give a realistic timescale during which the improvement is required. Such timescales will be appropriate to the job and work cycles, with regular monitoring meetings in between. It is recommended that there is regular review meeting held in the middle of the review period to which the People Team and the staff's representative may be invited if appropriate.
- 9.9 The manager will advise the staff if satisfactory progress is not being achieved against the PIP and it may be amended if appropriate. The manager will make clear what the likely outcome will be if satisfactory performance is not achieved and sustained. They will also advise if incremental pay progression will be affected at this stage.

Final Review Meeting

- 9.10 This will be held at the end of the monitoring period between the manager and the staff to discuss progress made against the PIP.
- 9.11 The manager will confirm if the staff's performance has reached the required standard or not.

Improvement to Required Standard

- 9.12 If the staff's performance has improved to the required standard, the manager will:
 - Acknowledge the improvements achieved
 - Confirm that the improvements will need to be sustained
 - Confirm the discussions in writing

- 9.13 A further meeting will be then be arranged as appropriate to the job and work cycles to ensure that the improvements are being sustained.

Failure to Reach Required Standard

- 9.14 If the staff's performance has not improved to the required standard, the manager will inform the staff of this failure and provide factual information and evidence of the reasons supporting this conclusion.
- 9.15 The manager will also inform the staff in writing that the matter will now progress to the formal stage of the procedure and that there may be an impact on incremental pay progression. They must make the staff aware that continued failure to meet the required standards of performance may result in a formal performance management hearing, which may in turn lead to termination of employment on performance grounds. Performance Management arrangements for teachers will be suspended at the point of entry into the formal procedure.
- 9.16 If the staff has made significant improvement against the Plan but has not achieved all targets the manager may agree to extend the period of the informal stage if it is believed that all targets can be achieved in a reasonable timescale.

10.0 Formal Process

Formal Review Meeting, Monitoring and Review

- 10.1 A formal meeting will be arranged between the manager and the staff. The staff will be notified of this meeting in writing and informed that they will be entering the formal process on the date of the meeting. The purpose of the meeting will be to review the Improvement Plan actioned at the informal stage.
- 10.2 There is no right of appeal against a decision to move to the formal stage of the process. However, the staff may raise a grievance if they have clear grounds that the decision to move to the formal stage is unfair.
- 10.3 The meeting will be held without unreasonable delay, whilst allowing the staff reasonable time to prepare their case. The Trust will give at least 7 calendar days' prior notice of the meeting and of the staff's right to be accompanied.
- 10.4 The staff's manager will conduct the meeting, accompanied by a member of the People Team.
- 10.5 At the meeting, the Performance Improvement Plan will be updated to reflect the current position and revise any timescales, actions etc. A monitoring period will be set for the formal process, which will be appropriate to the job and work cycles and will not usually exceed one term but may be shorter if reasonable in the circumstances. Any other options available will also be discussed. It is recommended that a regular review meeting is to be held throughout.

Anything discussed in these meetings and actions agreed will be put in writing and a copy saved on the staff's personal file.

- 10.6 The staff will be given the opportunity to explain any reasons for his / her under-performance, identify any support mechanisms that have not already been put in place and suggest any other support that may help them to improve.
- 10.7 The manager must make the staff aware that continued failure to meet the required standards of performance may result in a formal performance management hearing, which may in turn lead to termination of employment on performance grounds, and also inform the staff if incremental pay progression is to be affected in their case.
- 10.8 The updated PIP will be issued to the staff following the meeting with a cover letter outlining the discussions. Further information (plus a format for the PIP and draft cover letter) is provided in the guidance to this policy.
- 10.9 The staff's performance will be monitored formally throughout the given timescale, during which time the manager will provide the staff with ongoing guidance on their progress towards reaching the improvement(s) required.
- 10.10 At the end of the formal monitoring period, the manager will arrange a further meeting with the staff.

11.0 Final Review Meeting

Improvement to Required Standard

- 11.1 If the staff's performance has improved to the required standard, the manager will:
 - Acknowledge the improvements achieved
 - Confirm that the improvements will need to be sustained
 - Confirm the discussions in writing
- 11.2 A further meeting will then be arranged within a timescale appropriate to the job and work cycles to ensure that the improvements are being sustained. If they are, the formal process may end and the manager will continue to monitor the staff's performance as normal via the relevant appraisal process, supplemented by regular meetings to discuss day-to-day performance.
- 11.3 However, if the staff's performance subsequently dips, the manager may revert to the relevant part of the formal procedure, as appropriate in each case (including a formal performance management hearing if necessary).

Failure to Reach Required Standard

- 11.4 If the staff's performance has not improved to the required standard, the manager will inform the staff of this failure and provide factual information and

evidence of the reasons supporting this conclusion. They will also discuss the impact on incremental progression if relevant.

- 11.5 Any other options available will also be discussed (e.g. voluntary redeployment).
- 11.6 The manager will confirm that a Performance Management Hearing will be arranged with the Chief Executive or the Chief Operating Officer. This decision will be confirmed in writing. Further information is given in the guidance to this policy.
- 11.7 The manager must make clear to the staff that the performance management hearing is the final stage of the performance management process and could result in the termination of their employment.

12.0 The Performance Management Hearing

- 12.1 A formal performance management hearing will be arranged to consider the staff's performance to meet and maintain the performance standards required of their role.
- 12.2 The meeting will be held without unreasonable delay, whilst allowing the staff reasonable time to prepare their case. The Trust will normally give 7 calendar days' prior notice of the meeting in writing and of the staff's right to be accompanied.
- 12.3 The Hearing will be conducted by a Hearing Panel and a member of the People Team will advise the Hearing Panel.
- 12.4 The letter will state the purpose of the performance management hearing, outline the nature of the unsatisfactory performance and include the documentation (and witness statements where applicable) to be used at the hearing,
- 12.5 It will also advise the staff of the need to provide any evidence that s/he wishes to be considered at the Hearing preferably at least 7 calendar days in advance but at least 48 hours prior to the Hearing and the need for the staff to give the name(s) and capacity of any witnesses they wish to call to the Hearing in support of their case.
- 12.6 Witnesses may be called by either party and it is the responsibility of those calling witnesses to make clear what evidence the witness will bring to the matter so that appropriate and relevant questions may be asked. In exceptional circumstances specific arrangements may be made, such as agreeing questions in advance if the matter is highly sensitive.
- 12.7 You will be given the opportunity to respond to any information given by a witness. However, you will not normally be permitted to cross-examine witnesses unless, in exceptional circumstances, we decide that a fair hearing could not be held otherwise.

- 12.8 If any supplementary evidence to be considered at the Hearing is submitted by either party after this timescale, both sides must receive copies prior to the Hearing and the Hearing Panel will ultimately decide if this evidence can be considered.
- 12.9 Where possible, the staff's representative should be consulted about the date and time of the Hearing. If the representative cannot attend on the proposed date, an alternative time and date will be arranged, ideally not more than five working days after the original date.
- 12.10 Staffs and their representatives should make every effort to attend the Hearing on the date given. In the event that the staff or representative does not attend, the Hearing may proceed in their absence and a decision be made, based on the evidence available.
- 12.11 The procedure to be followed at the Hearing is given in the guidance to this policy. The Hearing Panel will conduct the proceedings and give full consideration to all the information available, including any mitigating factors presented and will aim to give their decision at the end of the Hearing. This decision will be confirmed in writing within 5 working days.

13.0 Possible Outcomes

13.1 No further Action Required

Where the Hearing Panel believes that the staff has reached the required standard of performance and is capable of maintaining this standard, no further formal action will be required. This outcome will be confirmed in writing to the staff.

13.2 Management Guidance

The Hearing Panel may decide that the required standard has been reached but that specific management guidance should be provided to ensure that this standard is maintained. If management guidance is required, arrangements will be made to provide this guidance at the earliest opportunity. Such guidance may be a written procedure which must be followed, specific timescales or deadlines for completing work etc.

The details will be confirmed in writing for information if performance issues arise in the future. There is no right of appeal against the issue of management guidance.

13.3 Formal Written Warning and Formal Monitoring

Where the Hearing Panel believes that the staff has not reached the standard required for the role but there is a realistic probability that the staff will be able to achieve this standard in a short timescale (appropriate to the job and work cycles), the staff will be issued with a formal written warning and informed of the area for improvement and the level of performance required. This warning will remain valid for performance management purposes for 24 months from

the date of the Hearing. The staff will also be informed of the impact on incremental pay progression if appropriate.

The staff will also be informed of the right of appeal and that further under-performance could result in their dismissal on performance management grounds if the required standard is not achieved.

Following a formal written warning, formal monitoring will continue for a period appropriate to the job and work cycles.

At the end of the formal monitoring period, a review meeting will be held with the Executive Principal or Principal to assess if the staff's performance has improved to the required standard.

13.4 Improvement to Required Standard Achieved

If the staff's performance has improved to the required standard, the manager will:

- Acknowledge the improvements achieved
- Confirm future expectations for performance
- Confirm the previous formal written warning

After the expiry of the formal written warning period, the warning will be ignored for the purpose of the employment relationship in general (i.e. for promotion, or selection for training courses or for disciplinary action) providing the staff's performance has been sustained at the required standard.

However, details will not be removed from the personal file as they form a valid record of employment history which will be referred to should performance issues arise in the future.

Failure to Reach the Required Standard

If the staff's performance has not improved to the required standard at the end of the monitoring period, a further Hearing will be arranged, as previously specified in this policy.

13.5 Dismissal with Notice

After full consideration of all the facts and evidence at the Hearing, the Hearing Panel may conclude that the staff has not been able to reach the required standard of performance, that s/he will not be able to do so and that their employment will be terminated on the grounds of performance management with appropriate notice.

Confirmation of the decision will be made in writing within 5 working days of the Hearing, including details of any proposed referral to an appropriate body,

if applicable. The letter will specify the reason for the dismissal, the notice period and the right of appeal.

In such cases, the staff may be considered for redeployment during the notice period.

13.6 Redeployment

An opportunity for redeployment may be considered. However, the Hearing Panel must make clear to the staff that such redeployment can only be considered if a vacancy exists or arises during the notice period and if the staff meets the essential criteria for the vacant post.

Any redeployment will be subject to an appropriate trial period, which will be identified when the alternative employment is offered. If the alternative employment is not successful within the trial period, the Hearing will be re-convened, with the original Hearing Panel if possible.

This situation is likely to result in employment being terminated with appropriate notice and subject to a right of appeal.

Any redeployment will be with the agreement of the staff and in accordance with section 12 of this policy.

14.0 Appeals

- 14.1 There is no right of appeal against a decision to move to the formal stage of the process.
- 14.2 Staff can lodge an appeal against a formal written warning and / or dismissal. The Appeal must be in writing and sent to the Chair of Trustees within 5 working days of receipt of written confirmation of the decision and must include reasons for the appeal.
- 14.3 The appeal will be heard by an appeal panel and a representative from the People Team will be in attendance to provide advice and guidance to the Appeals Panel. The Appeal Panel will comprise of a minimum of two Board Members.

- 14.3 Appeals will be heard without unreasonable delay and ideally at an agreed time and place. The Appeal Panel will review impartially the decision taken. A member of the People Team will provide support.
- 14.4 The staff will be given preferably at least 5 working days' notice of the date of the Hearing and has the right to be accompanied.
- 14.5 The decision of the Appeal Panel is final.
- 14.6 The Appeal Panel will confirm the decision to the staff in writing within 5 working days of the Appeal Hearing.

15.0 Suspension

- 15.1 In extreme cases (e.g. where staff is under the performance management procedures and their performance at work is having a negative or damaging impact on the people in their care), the staff may be suspended from work. However, suspension will only be considered where temporary alternative employment is not available or appropriate.
- 15.2 Suspensions may be made at any point during the performance management procedure, should this become necessary and will usually progress straight to a Hearing.
- 15.3 The period of suspension will be on full pay, will be as brief as possible and without prejudice. It will also be kept under review and the manager concerned will write to the staff to explain the reason(s) for any delay(s) whilst a Hearing is being arranged.

16.0 Incremental Pay Progression

- 16.1 Where incremental pay progression applies, it may be withheld when staff is under the performance management procedure. Staffs will be notified in writing of any impact on incremental progression prior to the increment becoming due.

17.0 Qualifications / Continuous Professional Development (CPD)

- 17.1 Where staff no longer has the appropriate qualifications or accreditations that are essential to continue in his/her job role, the Principal, Executive Principal, COO or Chief Executive will consider whether adjustments can be made to existing duties so that the employment can continue within service constraints. Check contracts of employment – should state what qualifications or accreditations and memberships are required for the role, and if staff ceases to hold them then their employment may need to be terminated.
- 17.2 Where the qualification or accreditation in question is fundamental to the staff's duties and they cannot continue without them, the manager will consider if there is any training which can be provided which will enable them to achieve

the appropriate qualification within reasonable timescales and costs or if suitable alternative employment is available. Where this is not possible, a Hearing will be convened and the possible outcome could be termination of employment.

18.0 Redeployment

- 18.1 Staffs can ask to be considered for alternative employment at any stage in the performance management procedure. The Principal, Executive Principal, Chief Operating Officer or Chief Executive may also ask if the staff wishes to consider alternative employment opportunities.
- 18.2 Staffs will be considered for redeployment either within their current School / Academy, or elsewhere in the Trust.
- 18.3 Redeployment can only be considered if a suitable alternative vacancy is available and the staff has the necessary essential skills to undertake that role. Redeployment opportunities will not necessarily be to an equivalent post or earnings level and current earnings will not be protected. There is no automatic right to alternative employment at any stage in the performance management procedure.

19.0 Illness / Absence during the Performance Management Procedure

- 19.1 If there is any possibility that the poor performance may be linked to illness, injury or other physical or mental impairment, this procedure must be suspended whilst advice is sought from the Trust's Occupational Health Service.
- 19.2 Where staff is absent from work due to illness, the Trust will seek advice from their Occupational Health Service on the staff's ability to go through the process before progressing the case further.
- 19.3 If the staff's absence from work occurs during the course of the performance management procedure, the Trust will also seek advice from Occupational Health on the staff's fitness to attend meetings, Hearings, Appeals etc.
- 19.4 The Trust's Absence Management Policy and Procedures will continue to be implemented as normal throughout any performance management process. The Trust will seek to keep the staff at work wherever possible through temporary redeployment etc.

20.0 Overlapping Grievance Case

- 20.1 In managing performance management issues, the Trust will not allow grievances put forward by the staff concerned to delay the process unnecessarily.
- 20.2 Although there is no right of appeal against a decision to move to the formal stage of the process, the staff may raise a grievance if they have clear grounds that the decision to move to the formal stage is unfair.
- 20.3 If staff raises a grievance during the performance management process, the Trust may or may not decide to temporarily suspend the performance management process in order to deal with the grievance. However, where the grievance and performance management cases are related, the Trust will deal with both issues concurrently. Further information is available in the guidance to this policy.

21.0 Disciplinary Action

- 21.1 If at any stage the Principal, Executive Principal, Chief Operating Officer or Chief Executive has reason to believe that the underperformance is due to poor conduct or lack of effort on the part of the staff, they will stop the performance management process and may invoke formal disciplinary action.
- 21.2 The staff will be informed of the change in procedure and reminded of the right to representation.
- 21.3 In these cases, the Principal, Executive Principal, Chief Operating Officer or Chief Executive is advised to take advice from the People Team before acting.

22.0 Employment Terminated Whilst Process Ongoing

- 22.1 The Trust reserves the right to conclude the performance management process after the employment has terminated. In such cases, staffs will be informed of the outcome of the process in writing, including details of referral to an appropriate body, if applicable, and given copies of relevant paperwork.

23.0 Training

- 23.1 It is important that all staffs, including all levels of management, understand the rules and procedures for dealing with performance management issues. The Trust will provide training on this policy where relevant.

24.0 Written Records

- 24.1 Details of all performance management cases and subsequent action taken will be retained on the staff's personal file held by the Trust's People Team in

accordance with the GDPR, Data Protection Act 2018 and other legislative provisions.

25.0 Confidentiality

25.1 All staffs involved in or with knowledge of performance management issues must conduct themselves appropriately and treat all information confidentially and in accordance with their role in the process. Information will only be shared with relevant parties.

26.0 References

26.1 The Trust will disclose information regarding current performance management issues being dealt with under the formal stages of the policy when requested to do so for the purpose of employment references.

27.0 Monitoring and Review

27.1 The Trust will keep this policy and the related procedure under review to make sure they are relevant and effective.

28.0 Advice

28.1 For further advice on this policy and the related procedures, or if managers have any concerns about practical implementation, please see the related guidance to this policy, or contact the People Team.

29.0 Public Sector Equality Duty (Equality Act 2010)

In preparing or amending this policy, the author has given due regard to the Public Sector Equality Duty; that is they have considered any potential impact on people who share certain protected characteristics. These protected characteristics are defined as: race, disability, sex, age, religion or belief, sexual orientation, pregnancy and maternity and gender reassignment.