

## Committee report



### Revised Employment Policies

**Committee**            Personnel

**Date of meeting**    15 September 2017                      **Date of report**    6 September 2017

**Report by Assistant Chief Executive (Business Support)**

#### 1. Object of report

To recommend approval of revised Employment Policies and Policy Guidance, which will now be subject to consultation with the recognised Trade Unions.

#### 2. Background

- 2.1 SPT continues to review people policies and management guidance to ensure that these are in line with the latest employment legislation and good practice, enabling good operational delivery.
- 2.2 SPT's recognised Trades Unions will be consulted on all policy changes prior to implementation.

#### 3. Outline of proposals

- 3.1 SPT has reviewed its Managing Workplace Stress Policy and this policy will be now be replaced. The new policy document is:
  - Health and Wellbeing Policy
- 3.2 SPT has reviewed its Capability Policy and Procedure to clarify management responsibilities therein. The policy and guidance documents are:
  - Capability Policy
  - Capability Policy Guidance (including Performance Improvement Plan)
- 3.3 As part of SPT's rolling review of policies a number of areas for improvement have been highlighted. These are either to reflect changes recommended from a legal review of the policies or to update them to reflect developments since the original policies were introduced.

A summary of the recommended changes is attached at Appendix 1 with the full draft policies attached at Appendix 2.

## 4. Conclusions

SPT's policies and guidance documents covering Capability and Health and Wellbeing now reflect current legislation and good practice and are attached at Appendix 2 for information. Trade Unions, Unite and Unison will be consulted prior to adoption of these revised policies.

## 5. Committee action

The committee is recommended to approve the attached Employment Policies and Policy Guidance, subject to consultation with the recognised Trade Unions.

## 6. Consequences

Policy consequences	<i>Policies updated to reflect legislative changes and best practice.</i>
Legal consequences	<i>Policies comply with legislation.</i>
Financial consequences	<i>None.</i>
Personnel consequences	<i>HR to initiate consultation with Employee Representatives</i>
Equalities consequences	<i>None envisaged.</i>
Risk consequences	<i>Not updating policies may result in non-compliance with legislation and best practice.</i>

**Name** Valerie Davidson  
**Title** **Assistant Chief Executive  
(Business Support)**

**Name** Gordon MacLennan  
**Title** **Chief Executive**

For further information, please contact *Neil Wylie, Director of Finance & HR, on 0141 333 3380.*

## Appendix 1

### Summary of Changes to Policy Documents

Policy & Guidance	Reason for Changes	Current Policy	Revised/Key features
Health and Wellbeing Policy	<p>Legal obligations under health and safety legislation to manage risks to the health and safety of employees.</p> <p>Update/Review</p>	Managing Workplace Stress – August 2006	<p>The management of health and wellbeing has moved forward since 2006 and SPT now adopts a holistic approach to managing employees' health and wellbeing.</p> <p>The policy outlines our commitment to employee health, the responsibilities of managers and others for maintaining psychological health, health promotion initiatives, communication and training on health issues.</p> <p>SPT has legal obligations under health and safety legislation to manage risks to the health and safety of employees. In addition to reducing safety risks, this means operating the business in a way that minimises harm to employees' mental health.</p>
Capability Policy, Capability Policy Guidance (including Performance Improvement Plan)	Update/Review	Capability Policy and Procedure – April 2012	<p>The policy and guidance are now detailed in two separate documents for ease of use.</p> <p>To provide clarification on the responsibilities contained within the capability policy and process.</p> <p>Guidance includes a flow chart at Appendix 1 to align with the guidance for ease of use.</p>

Appendix 2

**Policy Documents**



# STRATHCLYDE PARTNERSHIP FOR TRANSPORT

## HEALTH AND WELLBEING POLICY

### Policy

#### 1. Statement of Policy

The purpose of SPT's Health and Wellbeing policy is to manage its obligations in maintaining the health and wellbeing of all staff. It covers the organisation's commitment to employee health, the responsibilities of managers and others for maintaining psychological health, health promotion initiatives, communication and training on health issues, the range of support available for the maintenance of mental health and organisational commitment to handling individual issues.

The organisation has legal obligations under health and safety legislation to manage risks to the health and safety of employees. In addition to reducing safety risks, this means operating the business in a way that minimises harm to employees' mental health, for example by ensuring that the demands of jobs are not unacceptable and having policies and procedures in place to support individuals experiencing mental ill health affecting their performance at work or ability to attend work.

#### 2. Scope of Policy

The policy applies to all SPT employees.

#### 3. Policy Objectives

The aim of this policy is to describe the organisation's commitment to the health and wellbeing of employees in its broadest, holistic sense, setting out how the organisation fulfils its legal obligations, the responsibilities of different functions and specialists and the range of services available to help employees maintain health and wellbeing. The organisation recognises that wellbeing and performance are linked. Improving employees' ability to handle pressure and to balance work and home life will ultimately lead to improved individual and organisational performance.

### Procedures

#### 4. Responsibilities

##### 4.1. Employees

- Must take responsibility for managing their own health and wellbeing, by adopting good health behaviours (for example in relation to diet, alcohol consumption and smoking) and informing the organisation if they believe work or the work environment poses a risk to their health. Any health-related information disclosed by an employee during discussions with managers, the HR Department or the occupational health service is treated in confidence.

- Must be committed to avoiding causing health and wellbeing problems for other employees.
- Must be proactive in identifying occasions when they may be suffering from health and wellbeing problems, either work-related, or due to external factors, and alert their Line Manager to these where appropriate.
- They are encouraged to discuss it with HR or their Trade Union representative, where they feel unable to discuss the issues with their managers.
- Concerns over stress can be immediately taken to a more senior manager, where the manager may be seen, or perceived, as a cause of stress, in part or in full.
- Should take advantage of opportunities for counselling and training when recommended, including making use of the Employee Assistance Programme

#### 4.2. **The Strategy Group and Senior Management are responsible for ensuring:**

- That an open culture on mental health is created and maintained.
- That the right people are recruited to the right jobs and that a good match is obtained between individuals and job descriptions/specifications.

#### 4.3. **Line Managers will:**

- Put in place measures to minimise the risks to employee wellbeing, particularly from negative pressure at work.
- Familiarise themselves with the stress risk assessment, and use it to mitigate psychological risks in their teams. For example, managers should ensure that employees understand their role within the team and receive the necessary information and support from managers and team members to do their job.
- Familiarise themselves with the organisation's policies on equality and diversity and tackling inappropriate behaviour in order to support staff, for example on bullying and harassment issues.
- Liaise with HR to ensure that a stress risk assessment is carried out when it is identified that an employee may be suffering from stress or where there is a perceived risk of stress and ensuring that any reasonable measures identified are implemented.
- Keep employees in their team up to date with developments at work and how these might affect their job and workload, and consider any planned changes that may directly impact on their health and wellbeing.
- Ensure that employees receive appropriate training and resources to carry out their duties.
- Ensure that staff are provided with appropriate developmental opportunities.
- Manage absence in accordance with SPT's Sickness Absence Policy.
- Consider workloads to ensure jobs are realistic and manageable.
- Monitor working hours, overtime and holidays to encourage individuals to take breaks as required by legislation.
- Recognise that employees may have experiences in their personal lives that may make them vulnerable to pressures at work and which may have a temporary influence on their work performance, for example health issues or personal circumstances. Ensure that employees know who to approach with problems concerning their role and how to pursue issues with senior management.
- Treat all discussions with employees around personal stress as confidential unless it is necessary to involve others to deal with the issue and the employee agrees to disclosure.
- Discuss issues around stress with a member of the HR Department, where appropriate.

#### 4.4. **Human Resources** will:

- Develop organisation-wide policies and procedures to protect the wellbeing of employees, assist Line Managers in supporting individuals, and liaise as appropriate with Occupational Health in accordance with SPT's Sickness Absence Policy.
- Provide details for the Employee Assistance Programme.
- Provide support and guidance to staff on the Health and Wellbeing Policy.
- Provide Line Managers with training and guidance in all matters relating to this policy.
- Advise, guide and support Line Managers in carrying out stress risk assessments as requested by Line Managers.
- Provide support to employees experiencing stress and advise them and their Line Managers of the support available.
- Provide guidance to staff on work/life balance and the opportunities available to achieve this within SPT.

#### 4.5. **Trade Unions** will:

- Work with SPT to raise awareness and promote the importance of health and wellbeing in the workplace.
- Identify areas of concern to the HR Department and work with SPT to resolve the issues.
- In matters relating to stress, SPT recognises that the Trade Unions hold specific responsibilities as set out by the HSE.

### **Health Promotion Initiatives**

#### 4.6. **Counselling Service**

SPT retains the services of an Employee Assistance Programme, the full details of which are available on the intranet and/or from the HR Department. It is a welfare initiative available to employees, initially by telephone, to offer counselling, information, signposting to other agencies as appropriate, and support.

Counselling offers the employee a safe place to explore their personal or work-related concerns with professional support. The service is confidential and operates to a strict code of ethics.

Counselling should be made available to employees who are suffering from issues impacting on their work performance and that are exceeding their ability to cope.

#### 4.7. **Occupational Health Support**

Line Managers with guidance and support from HR can access SPT's Occupational Health provider to promote wellbeing and improve attendance in the workplace through the delivery of tailored health and wellbeing solutions.

SPT's Occupational Health provider is designed to manage the effect of work on health and health on work. They concentrate on employee performance, suitability, fitness, wellbeing, and safety issues linked to health at work.

Occupational Health support SPT and our employees in managing any health issues relevant to the work place. They are not health care practitioners who deliver health care

to employees, but rather, they are engaged for their medical expertise and to advise SPT and their employees on health matters relating to work.

#### 4.8. **Stress Risk Assessments**

SPT recognises that employees' tolerance thresholds differ and that non-work factors may play a part in determining an individual employee's response. For that reason, we will assess the nature and scale of risk to the health of our employees in order to implement appropriate preventative and protective steps.

It is of equal importance that employees share with SPT any relevant information which might impact upon their ability to cope with reasonable pressures at work, to include issues such as disability etc.

Details of the factors likely to lead to work-related stress, methods of assessment and guidance on the completion of a risk assessment are available for all Line Managers from the HR Department.

#### 4.9. **Training Courses**

A variety of courses may be accessed through SPT's Learning and Development Officer which can assist Line Managers to be proactive in managing factors which could lead to health and wellbeing problems.

#### 4.10. **Work-Life Balance**

SPT offers a range of family-friendly policies which can provide opportunities for staff to develop a good work-life balance, which include –

Flexible Working  
Flexible Retirement  
Parental Leave

This list is not exhaustive, all family-friendly policies and guidance documents are available via the intranet.

### 5. **Training**

Training will be provided where required, to Line Managers and Supervisors, to ensure successful implementation of the policy.

### 6. **Review**

This policy will be reviewed and updated as appropriate by the Director of Finance and HR after consultation with our recognised trade unions.

### 7. **Approval (Signature and Date)**

Signature:

---

Print: **Neil Wylie**

Date:

---

Designation: **Director of Finance & HR**

DRAFT



# STRATHCLYDE PARTNERSHIP FOR TRANSPORT

## CAPABILITY POLICY

### Policy

#### 1. Statement of Policy

The objective of this policy is to support and encourage all employees to achieve and maintain acceptable standards of job performance and to ensure that SPT has fair and effective arrangements in place for dealing with work performance and capability matters. Where employees are unable to maintain acceptable standards in relation to attendance, the appropriate procedures within the Sickness Absence Policy will apply.

Where an employee's poor performance is believed to be the result of deliberate negligence, or where serious errors have been made by him/her to the detriment of the organisation, the organisation may decide to use its Disciplinary Policy instead.

Before this policy is invoked, the employee should receive feedback from his/her manager setting out the concerns about the employee's performance and how his/her performance can be improved. **This policy is designed to be used when such informal discussions do not lead to the employee improving his/her performance to an acceptable level.**

#### 2. Scope of Policy

This policy applies to all employees of SPT on permanent, temporary and fixed term contracts.

The capability process (refer to SPT's Capability Policy Guidance document) will be applied when dealing with employees whose work performance is deemed to be unsatisfactory due to their inability to maintain acceptable standards in relation to competence (e.g. lack of skills, qualifications or aptitude).

#### 3. Legislation

In considering any capability issue, the following legislation and guidance are of relevance to the formulation and implementation of this policy:

- The Employment Act 2008
- ACAS Code of Practice on Disciplinary and Grievance Procedures (March 2015)
- Equality Act 2010
- The Employment Relations Act 2004
- The Data Protection Act 1998 (DPA)



## **Equality Legislation**

SPT will not discriminate on the grounds of race, gender, disability, sexual orientation, religion, belief, age, or other grounds covered by statute when operating capability procedures or other people management procedures.

## **Health and Safety Legislation**

SPT is committed to complying with all relevant Health and Safety legislation including the duty to take reasonable care of the health and safety of their employees. This duty extends to both physical and mental health.

## **4. Principles**

- 4.1. Each stage of this procedure should be adhered to timeously. If not the policy could lose its efficacy and cause unnecessary strain on the employee.
- 4.2. Every stage of the formal procedure provides the opportunity for the individual to be accompanied by a Trade Union representative or work colleague and this will be made clear in written notifications to attend meetings.
- 4.3. Written records will be maintained of all meetings under the procedure and will be made available to the employee for the purposes of verifying accuracy. These records will be retained on the employee's personal file for the period outlined in the procedure. An HR representative will be in attendance at all meetings to provide guidance and to assist with note taking.
- 4.4. The review period set for each stage of the procedure will be reasonable and will reflect the nature of the role undertaken and will normally be between one to three months in duration. The review period will be sufficient to allow the remedial actions, such as training or coaching, to be undertaken and to have the desired effect on the employee's performance.

## **5. Stages of Procedure – please refer to SPT's Capability Policy Guidance for detailed procedures**

- Informal Meeting to discuss underperformance
- **Stage 1** Capability Hearing – warning issued
- Stage 1 Mid Review (after 3 months)
- **Stage 2** Capability Hearing – warning issued
- Stage 2 Mid Review (after 3 months)
- **Stage 3** Capability Hearing - decision on continued employment
  
- **Right to Appeal Dismissal**



## 6. Responsibilities

Managers are responsible for:

- Setting out standards of performance expected by employees, providing training, mentoring and/or coaching as detailed in any Performance Improvement Plan, monitoring the employee's performance and giving feedback on the employee's performance regularly.

Employees are responsible for:

- Following reasonable instructions in undertaking and participating in monitoring their own work.
- Undertaking appropriate training as identified by their Line Manager to undertake their role to the performance standards set.

HR is responsible for:

- Supporting managers and employees during any capability procedure giving advice and guidance.

## 7. Training

Training will be provided where required, to managers and supervisors, to ensure successful implementation of this policy.

## 8. Review

This policy will be reviewed and updated as appropriate by the Director of Finance and HR after consultation with our recognised trade unions.

## 9. Approval (Signature and Date)

Signature:

Print: **Neil Wylie**

---

Date:

Designation: **Director of Finance & HR**

---



# STRATHCLYDE PARTNERSHIP FOR TRANSPORT

## CAPABILITY POLICY GUIDANCE

### PROCESS GUIDANCE

Managers are expected to ensure that their direct reports know what they are expected to achieve at work in terms of responsibilities, tasks and standards and to give them regular feedback on their performance and progress.

In the event that an employee is unable to perform their duties satisfactorily, the Line Manager will discuss this with their member of staff. The Line Manager clearly sets out the performance standards to be met, along with the time period over which improvement will be expected. A problem solving approach will be adopted in order to explore possible reasons for the shortfall in performance. Where appropriate the employee should be assisted to improve their performance through training or coaching.

Where no discernible improvements have been reached and maintained the following process should be followed:–

The reference numbers below relate to the action box numbers on the process map (Appendix 1).

#### **1. Performance Issue Identified**

- 1.1. Where informal action has not been successful the Line Manager should arrange to meet the employee to discuss the matter formally. HR will be in attendance. The employee will be advised of a forthcoming Capability Hearing and that they will have the right to be accompanied by a Trade Union representative or work colleague.

#### **2. Performance Improvement Plan Drafted**

- 2.1. A Performance Improvement Plan (Appendix 2) will be drafted in advance of the Capability Hearing by the Line Manager detailing the shortfalls to be addressed and the standards to be met and will be shared with the employee in advance of the Capability Hearing.

#### **3. Capability Hearing**

- 3.1. The employee will be given notice in writing to attend a Capability Hearing. The invite letter will state clearly the reason for the hearing, attaching any relevant documentation (such as previous informal Performance Improvement Plans and evidence of under-performance). The newly drafted Performance Improvement Plan will also be sent along with the invite.

#### **4. Capability Hearing Stage 1**

- 4.1. The objective of the hearing will be to ensure that the employee fully understands in what respect their performance has been deemed to be unsatisfactory and to give the employee the opportunity to explain any factors which may be contributing to this.



- 4.2. It will be necessary to discuss any actions that have already been undertaken and why these have not resolved the issue(s). In addition the consequences of the performance shortfall(s) on the team and/or organisation should be highlighted and may include customer service, quality, and the accuracy of reporting, safety or wellbeing of self or others.
- 4.3. The employee will be advised that if they fail to improve and sustain satisfactory performance standards it may be necessary to move to Stage 2 of the formal Capability Procedure and that ultimately this could lead to dismissal.
- 4.4. Where the employee indicates that they are not confident that they will be able to perform to the standards required they may request consideration for alternative posts within SPT. Any such consideration will be wholly at the discretion of SPT.

## **5. Employee issued with Capability Warning**

- 5.1. The employee will be issued with a Capability Warning which will remain on the employee's record for 6 months.
- 5.2. The Line Manager will confirm the employee's right to appeal the decision and that all appeals should be addressed to the Head of HR in writing, clearly stating the reasons for appeal, within 5 working days of the written confirmation.

## **6. Updated Performance Improvement Plan Issued**

- 6.1. The updated Performance Improvement Plan will be provided to the employee within 5 days of the Capability Hearing along with confirmation of timescales, how feedback will be given and how performance will be monitored.

## **7. Review Arranged**

- 7.1. A formal Stage 1 Capability Review Meeting will be scheduled at the end of the review period agreed. Typically this will be within 3 months.

## **8. Targets Met**

- 8.1. If at the Review Meeting the performance improvement has been achieved, the employee will have this confirmed to them along with a reminder that should the improvement not be sustained for a period of 12 months from the date of the letter that the matter will be dealt with under Stage 2 of the formal procedure. This decision will be recorded in writing within 5 working days of the review.

## **9. Targets Partially Met**

- 9.1. By exception, if some improvement has been made but the standard(s) has not yet been met fully, the manager may choose to extend the current review period for a further (short) period of time. The employee should be reminded of the potential consequences of failure to achieve a significant and sustained improvement.



## **10. Targets Not Met**

- 10.1. If the performance of the employee fails to improve within the review period set at Stage 1, the employee will be invited to a Stage 2 Capability Hearing.

## **11. Updating of Performance Improvement Plan**

- 11.1. A Stage 2 Performance Improvement Plan will be drafted by the Line Manager detailing the shortfalls to be addressed and the standards to be met and will be shared with the employee in advance of the Capability Hearing.

## **12. Capability Hearing – Stage 2**

- 12.1. The same arrangements as outlined under Stage 1 will apply and the Hearing will normally be chaired by the same Line Manager.
- 12.2. At this hearing, the employee will be given the opportunity to present mitigating circumstances, evidence of meeting the standards set and to make a full statement regarding the actions they have undertaken to address the performance shortfalls set out in the Stage 1 Performance Improvement Plan.
- 12.3. Through discussion with the employee, potential actions to address the performance shortfalls will be explored and the Line Manager will update the Stage 2 Performance Improvement Plan with the actions to be undertaken within the review period set.
- 12.4. The employee will be advised that if they fail to improve within the agreed timescale and sustain satisfactory performance standards it may be necessary to move to Stage 3 of the formal Capability Procedure and that this could lead to dismissal.
- 12.5. Where the employee indicates that they are not confident that they will be able to perform to the standards required they may request consideration for alternative posts within SPT. Any such consideration will be wholly at the discretion of SPT.

## **13. Employee Issued with Capability Warning**

- 13.1. The employee will be issued with a final Capability Warning which will remain on the employee's record for 12 months.
- 13.2. The Line Manager will confirm the employee's right to appeal the decision and that all appeals should be addressed to the Head of HR in writing, clearly stating the reasons for appeal, within 5 working days of the written confirmation.

## **14. Updated Performance Improvement Plan Issued**

- 14.1. The updated Performance Improvement Plan will be provided to the employee within 5 days of the Capability Hearing along with confirmation of timescales, how feedback will be given and how performance will be monitored.



## 15. Review

- 15.1. A formal Stage 2 Capability Review Meeting will be scheduled at the end of the review period agreed. Typically this will be within 3 months.

## 16. Targets Met

- 16.1. If at the Review Meeting the performance improvement has been achieved, the employee will have this confirmed to them along with a reminder that should the improvement not be sustained for a period of 12 months from the date of the letter that the matter will be dealt with under Stage 3 of the formal procedure. This decision will be recorded in writing within 5 working days of the review.

## 17. Targets Partially Met

- 17.1. If there are **exceptional mitigating circumstances**, and if some improvement has been made but the standard(s) has not yet been met fully, the manager may choose to extend the current review period for a further (short) period of time. Any such extension must be agreed between the Line Manager and other appropriate Senior Manager/Director. The employee should be reminded of the potential consequences of failure to achieve a significant and sustained improvement.

## 18. Targets Not Met

In the event that there has been no discernible, or sustained, improvement in performance the employee will progress to Stage 3 of the formal procedure. At the same time, consideration may also be given to whether:

- An alternative post is available within SPT that better suits the skills and aptitudes of the employee. This can be explored in response to a request by the employee or at the instigation of the Line Manager. Any such consideration will be wholly at the discretion of SPT.
- the main cause of the poor performance is the fact that the job has changed over time in which case SPT will consider whether a redundancy situation has occurred.

## 19. Final Capability Hearing

The same arrangements as outlined under Stage 1 and 2 will apply and the Hearing will normally be conducted by a more senior manager to the Line Manager at the previous stages of the procedure

The Final Capability Hearing will be a final summative meeting with the employee. The employee will be invited to this meeting, in writing, and this invitation should state that termination of employment could result.

At this meeting reference will be made to the previous hearings and review meetings, subsequent actions taken at each stage and to the continuing unacceptable performance of the employee and the impact this has on the organisation. The employee will be afforded the right to make a case as to why their employment should not be terminated.



At the end of the Hearing the nominated Senior Manager will determine the most appropriate course of action.

## **20. Outcomes**

- Extending/revising the Performance Improvement Plan and extending the review period.
- Offering alternative employment as an alternative to dismissal – this may not be at the same grade, seniority, or with the same benefits or pay and will not carry any protection of existing salary or benefits.
- Dismissal on the grounds of capability with contractual notice.
- Dismissal on the grounds of capability with pay in lieu of notice.

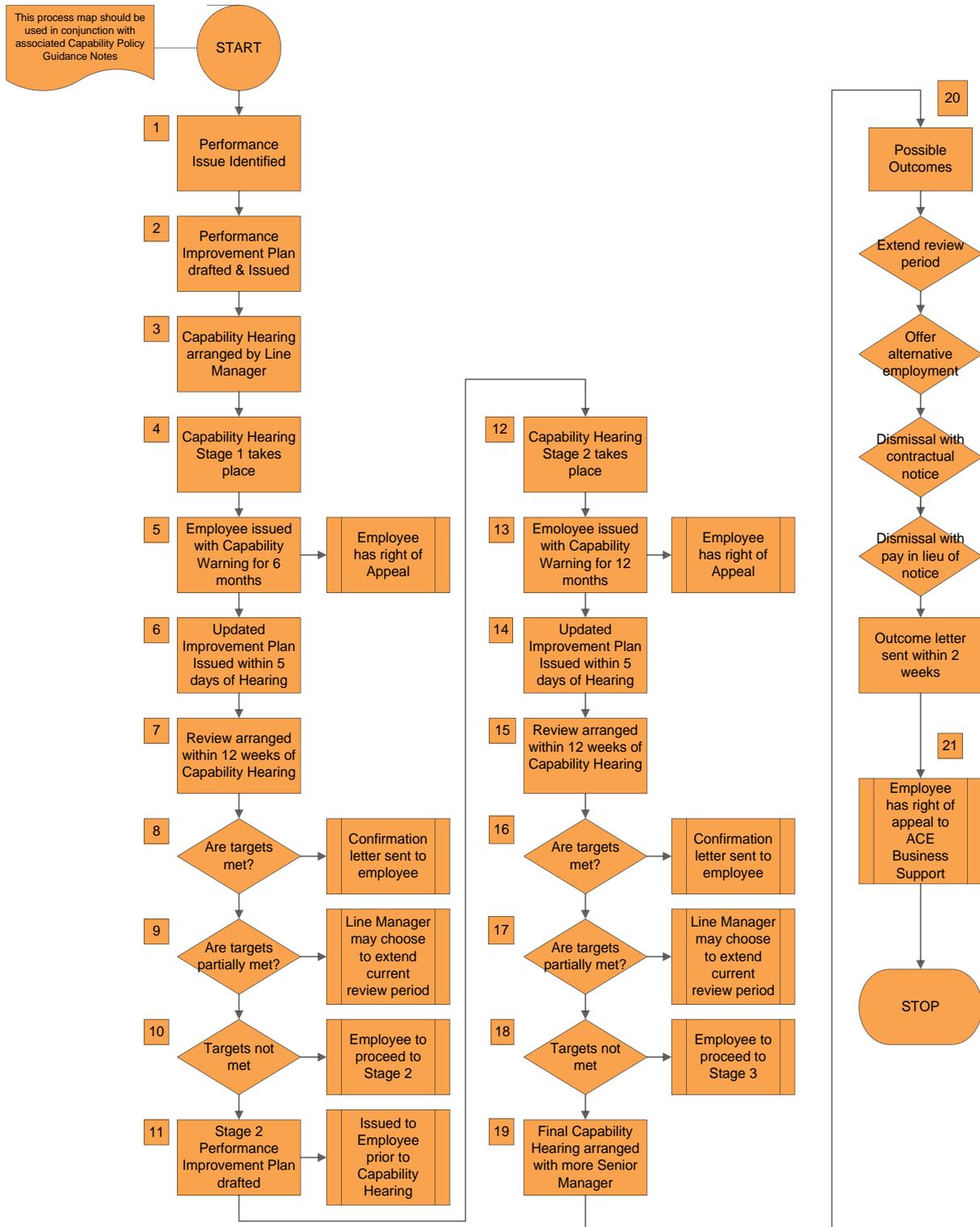
The outcome of the Final Capability Hearing will be recorded in writing and a copy will be sent to the employee, along with the notes within 2 weeks.

If the decision is taken to terminate employment then it must be emphasised that it is not being taken in a disciplinary context. Rather it is being taken because the employee has not demonstrated that they are capable of undertaking the role, and this is having an unsustainable adverse impact on SPT's ability to carry out its operational responsibilities.

## **21. Appeals**

The employee will be informed of the right to appeal against this decision, if they wish to do so. They should do so in writing, stating the reasons for the appeal, to the Assistant Chief Executive, Business Support within 14 days of receiving written notification of the decision to dismiss. Any appeal against dismissal will be heard by the Personnel Appeals Sub Committee of the Partnership.

## Appendix 1





**STRATHCLYDE PARTNERSHIP FOR TRANSPORT  
PERFORMANCE IMPROVEMENT PLAN**

<b>Employee's Name:</b>	
<b>Job Title:</b>	
<b>Grade:</b>	
<b>Managers Name:</b>	
<b>Stage of Capability:</b>	
<b>Date Commenced:</b>	

The contents of Performance Improvement Plan should be agreed at the initial capability meeting for each stage of the process by both the employee and their Line Manager. A copy of the final agreed version of the Performance Improvement Plan should be sent to the employee, along with a copy of the outcome letter, within 5 working days of the meeting.

At any mid review meetings the areas detailed within the Performance Improvement Plan should be reviewed by the employee and their Line Manager to identify progress and whether any further support is required.

At any final review meeting the areas detailed within the Performance Improvement Plan should be reviewed by the employee and their Line Manager to identify progress and to confirm whether all areas requiring improvement have been achieved. The Performance Improvement Plan should be completed at the meeting to confirm whether the employee has successfully completed this action plan. This should be signed by the employee and responsible manager. A copy of the completed Performance Improvement Plan should be sent to the employee, along with a copy of the outcome letter, within 5 working days of the meeting.



The following rating scale should be used to assess the employee's competence:

RATING SCALE	LEVEL OF COMPETENCE
0	Unable to carry out this task despite training/coaching/mentoring
1	Can perform this activity but not without constant supervision and assistance
2	Can perform this activity satisfactorily but requires supervision and frequent prompting throughout
3	Can perform this activity satisfactorily but still requires some supervision and assistance
4	Can perform this activity satisfactorily without supervision or assistance, however takes an excessively long time in doing so
5	Can perform this activity to a satisfactory standard and to within more than acceptable speed
6	Can perform this activity to a satisfactory standard, with a more than acceptable speed and used initiative to solve problems

OBJECTIVES					
Specific Areas Requiring Improvement:	Support Required:	Timescale for Review	Achieved: Yes/ No	Extension Required & Timescale	Rating Scale (as above)
a)					
b)					
c)					
d)					

Employee's Signature .....

Manager's Signature .....

Date Agreed: .....



## Review Meetings

**Identify specific areas where performance has improved since the last form was completed:**

--

**Identify any problems that still remain and the steps being taken to address these:**

--

**Are any changes required to the Performance Improvement Plan programme? If yes, give details below:**

--

**Employees comments on the process so far and any significant points raised during the meeting:**

--