**SUPPORTING PERFORMANCE FRAMEWORK**

**PERFORMANCE REVIEW RECORD AND ACTION PLAN – INFORMAL STAGE**

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| Employee Name: |  | Post Title: |  |
| Line Manager: |  | Service: |  |
| Start Date with Council: |  | Start Date in Current Post: |  |

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| --- | --- | --- |
| **INFORMAL STAGE – INITIAL MEETING** | | |
| Date of Meeting: |  | |
| Manager Conducting Meeting: |  | |
| **PERFORMANCE ISSUES RAISED WITH EMPLOYEE** | **EVIDENCE PRESENTED TO EMPLOYEE** | **EMPLOYEE RESPONSE TO PERFORMANCE ISSUES** |
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| **INFORMAL STAGE - ACTION PLAN** |

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| **SUPPORT/TRAINING TO BE PROVIDED** | **TARGET**  **COMPLETION DATE** | **ACTUAL COMPLETION DATE** |
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| **ACTIONS/TARGETS TO BE ACHIEVED** | **TARGET**  **COMPLETION DATE** | **ACTUAL COMPLETION DATE** |
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| --- | --- | --- |
| **INFORMAL STAGE REVIEW ARRANGEMENTS PLAN** | | |
| Review Period: |  | |
| Dates of Interim Review Meetings: |  | |
| Date of Final Review Meeting: |  | |
| **INFORMAL REVIEW MEETING** | | |
| Date of Meeting: | |  |
| Manager Conducting Meeting: | |  |

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| --- | --- | --- | --- |
| **PROGRESS TOWARDS ACTIONS/TARGETS** | **EVIDENCE OF PERFORMANCE IMPROVEMENT** | **FURTHER ACTION REQUIRED TO ACHIEVE TARGETS** | **FURTHER SUPPORT TO BE PROVIDED** |
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| **FINAL INFORMAL REVIEW MEETING** | |
| Date of Meeting: |  |
| Manager Conducting Meeting: |  |

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| --- | --- | --- |
| **ACTIONS/TARGETS** | **OUTCOME** | **EVIDENCE TO SUPPORT OUTCOME** |
|  | Target Achieved  Target Missed |  |
|  | Target Achieved  Target Missed |  |
|  | Target Achieved  Target Missed |  |
|  | Target Achieved  Target Missed |  |

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| --- | --- |
| **ACTION TO BE TAKEN FOLLOWING FINAL REVIEW MEETING** | **REASONS FOR DECISION** |
| **Performance Improved to Satisfactory Level**  Return to Normal Monitoring  **Little or No Improvement**  Move to Stage 1 of the Formal Process |  |

**SUPPORTING PERFORMANCE FRAMEWORK**

**PERFORMANCE REVIEW RECORD AND ACTION PLAN - STAGE 1 OR 2**

|  |  |  |  |
| --- | --- | --- | --- |
| Employee Name: |  | Post Title: |  |
| Line Manager: |  | Service: |  |
| Start Date with Council: |  | Start Date in Current Post: |  |

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| **STAGE 1/2 – INITIAL MEETING** | | |
| Stage and Date of Meeting: |  | |
| Manager Conducting Meeting: |  | |
| Others in Attendance (Employee Representative): |  | |
| **PERFORMANCE ISSUES RAISED WITH EMPLOYEE** | **EVIDENCE PRESENTED TO EMPLOYEE** | **EMPLOYEE RESPONSE TO PERFORMANCE ISSUES** |
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| **STAGE 1 OR 2 - ACTION PLAN** | | |

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| **SUPPORT/TRAINING TO BE PROVIDED** | **TARGET**  **COMPLETION DATE** | **ACTUAL COMPLETION DATE** |
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| --- | --- | --- |
| **ACTIONS/TARGETS TO BE ACHIEVED** | **TARGET**  **COMPLETION DATE** | **ACTUAL COMPLETION DATE** |
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| **STAGE 1 or 2 REVIEW ARRANGEMENTS PLAN** | |
| Review Period: |  |
| Dates of Interim Review Meetings: |  |
| Date of Final Review Meeting: |  |

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| --- | --- |
| **STAGE 1 or 2 REVIEW MEETING** | |
| Stage and Date of Meeting: |  |
| Manager Conducting Meeting: |  |

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| --- | --- | --- | --- |
| **PROGRESS TOWARDS ACTIONS/TARGETS** | **EVIDENCE OF PERFORMANCE IMPROVEMENT** | **FURTHER ACTION REQUIRED TO ACHIEVE TARGETS** | **FURTHER SUPPORT TO BE PROVIDED** |
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| **STAGE 1 OR 2 FINAL REVIEW MEETING** | | | |
| Stage and Date of Meeting: | |  | |
| Manager Conducting Meeting: | |  | |
| **ACTIONS/TARGETS** | **OUTCOME** | | **EVIDENCE TO SUPPORT OUTCOME** |
|  | Target Achieved  Target Missed | |  |
|  | Target Achieved  Target Missed | |  |
|  | Target Achieved  Target Missed | |  |
|  | Target Achieved  Target Missed | |  |
| **ACTION TO BE TAKEN FOLLOWING FINAL REVIEW MEETING** | | | **REASONS FOR DECISION** |
| **Performance Improved to Satisfactory Level**  Return to Normal Monitoring  **Some improvement**  Extend Review Period  **Little or No Improvement**  Move to Capability Assessment  **Invoke Disciplinary Process**  **Refer to Redeployment List** | | |  |
| **The Record and Action Plan Form should be signed by the Line Manager and Employee.**  Line Manager: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Employee: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | |

**SUPPORTING PERFORMANCE FRAMEWORK**

**PERFORMANCE REVIEW RECORD AND ACTION PLAN - STAGE 3**

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| **STAGE 3 - CAPABILITY ASSESSMENT** | |
| Date of Meeting: |  |
| Manager Conducting Meeting: |  |
| Others in Attendance: |  |
| **CAPABILITY REPORT** *(To be completed by the line manager prior to the capability assessment meeting)* | |
| Provide a summary of the reasons for referral to a Capability Assessment Meeting, the actions taken at earlier stages of the process, the support provided to the employee and evidence of continued failure to achieve satisfactory levels of performance. Include details of any Occupational Health referral where appropriate. | |
| **OUTCOME OF CAPABILITY ASSESSMENT MEETING** | |
| Record the decision taken by the officer hearing the Capability Meeting along with the reasons for that decision. Any mitigation offered by the employee should also be recorded here. | |
| **ACTION TO BE TAKEN FOLLOWING CAPABILITY ASSESSMENT MEETING** | |
| * Referral to the redeployment list * Further Review * Dismissal on the Grounds of Capability | |

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| **The Record and Action Plan Form should be signed by the Line Manager and Employee.**  Line Manager: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Employee: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

**SUPPORTING PERFORMANCE FRAMEWORK**

**STANDARD TEMPLATE LETTERS**

**Standard Template 1**

**Instruction to attend a Stage 1 Supporting Performance Meeting**

Ref: [insert employee number]

Date [insert date]

**Strictly Private & Confidential:**

**To be opened by Addressee only**

[insert name & address]

Dear [insert name]

**STAGE 1 SUPPORTING PERFORMANCE MEETING**

**JOB TITLE: [insert job title for post to which the performance issue relates to]**

I refer to our recent discussions in relation to capability and performance. Your performance levels continue to be a matter of concern and you are required to attend a Stage 1 Performance Review Meeting on [insert date, time, and location] in line with the Supporting Performance Framework.

The purpose of the meeting is to:

* discuss your levels of performance and how they fall below the standard expected;
* explore the reasons for your under performance and what support can be put in place to assist you to achieve the required standard; and
* prepare an action plan outlining performance improvement targets and agree performance review arrangements

You have the right to be accompanied at the meeting by a trade union representative or some other person of your choice. It is important that you are aware that this is not a disciplinary hearing.

If you are unable to attend this meeting or if you have any queries regarding this matter please contact me as soon as possible on [insert contact details]

Yours sincerely

**SUPPORTING PERFORMANCE FRAMEWORK**

**STANDARD TEMPLATE LETTERS**

**Standard Template 2**

**Outcome of Stage 1 Final Review Meeting**

Ref: [insert employee number]

Date [insert date]

**Strictly Private & Confidential:**

**To be opened by Addressee only**

[insert name & address]

Dear [insert name]

**OUTCOME OF STAGE 1 SUPPORTING PERFORMANCE REVIEW**

**JOB TITLE: [insert job title for post to which the performance issue relates to]**

I refer to the Stage 1 Performance Review meeting held on …………….. and the subsequent review period as detailed in your Performance Review Record and Action Plan.

Following the final review meeting held on …………… I have concluded that:

* your performance has improved to acceptable levels and no further action is considered necessary. You are expected to maintain your performance at a satisfactory level and your performance will continue to be reviewed at one to one meetings and through the ADR process.
* there has been some improvement in your performance but acceptable levels/standards are not being met. It has therefore been agreed to extend your review period for a further ………… Targets for performance improvement along with future review arrangements are detailed in your Performance Review Record and Action Plan.
* there has been some improvement in your performance but acceptable levels/standards are not being met. You have therefore been referred to Stage 2 of the Supporting Performance Framework. Targets for performance improvement under Stage 2 along with future review arrangements are detailed in your Performance Review Record and Action Plan.
* there has been no improvement in performance. You will now therefore progress to Stage 2 of the Supporting Performance Framework. Targets for performance improvement under Stage 2 along with future review arrangements are detailed in your Performance Review Record and Action Plan.
* your under performance is as a result of your unwillingness to undertake duties, even though you possess the necessary skills/ability; OR your negligence in undertaking duties. You have therefore been referred to the Disciplinary Procedure and will receive notice of a disciplinary hearing.
* you have failed to engage in the performance improvement process and/or have provided no underlying reasons as to why your performance has not improved. You have therefore been referred to the Disciplinary Procedure and will receive notice of a disciplinary hearing.
* you are unlikely to achieve acceptable levels/standards of performance in your current post and, with your agreement, you will be referred to the council’s redeployment list. A search for suitable alternative employment will be undertaken in accordance with Section 13 of the Supporting Performance Framework.

Yours sincerely

**SUPPORTING PERFORMANCE FRAMEWORK**

**STANDARD TEMPLATE LETTERS**

**Standard Template 3**

**Instruction to attend a Stage 2 Supporting Performance Meeting**

Ref: [insert employee number]

Date [insert date]

**Strictly Private & Confidential:**

**To be opened by Addressee only**

[insert name & address]

Dear [insert name]

**STAGE 2 SUPPORTING PERFORMANCE MEETING**

**JOB TITLE: [insert job title for post to which the performance issue relates to]**

Following the outcome of your Stage 1 Performance Review meeting, your performance levels continue to be a matter of concern and you are required to attend a Stage 2 Performance Review Meeting on [insert date, time, and location] in line with the Supporting Performance Framework.

The purpose of the meeting is to:

* discuss your levels of performance and how they continue to fall below the standard expected;
* explore the reasons for your continued under performance and what further support can be put in place to assist you to achieve the required standard; and
* prepare an action plan outlining performance improvement targets and agree performance review arrangements

You have the right to be accompanied at the meeting by a trade union representative or some other person of your choice. It is important that you are aware that this is not a disciplinary hearing.

If you are unable to attend this meeting or if you have any queries regarding this matter please contact me as soon as possible on [insert contact details]

Yours sincerely

**SUPPORTING PERFORMANCE FRAMEWORK**

**STANDARD TEMPLATE LETTERS**

**Standard Template 4**

**Outcome of Stage 2 Final Review Meeting**

Ref: [insert employee number]

Date [insert date]

**Strictly Private & Confidential:**

**To be opened by Addressee only**

[insert name & address]

Dear [insert name]

**OUTCOME OF STAGE 2 SUPPORTING PERFORMANCE REVIEW**

**JOB TITLE: [insert job title for post to which the performance issue relates to]**

I refer to the Stage 2 Performance Review meeting held on …………….. and the subsequent review period as detailed in your Performance Review Record and Action Plan.

Following the final review meeting held on …………… I have concluded that:

* your performance has improved to acceptable levels and no further action is considered necessary. You are expected to maintain your performance at a satisfactory level and your performance will continue to be reviewed at one to one meetings and through the ADR process.
* there has been some improvement in your performance but acceptable levels/standards are not being met. It has therefore been agreed to extend your review period for a further ………… Targets for performance improvement along with future review arrangements are detailed in your Performance Review Record and Action Plan.
* there has been some improvement in your performance but acceptable levels/standards are not being met. You have therefore been referred to Stage 3 of the Supporting Performance Framework and will receive notice of a Capability Assessment meeting.
* there has been no improvement in performance. You have therefore been referred to Stage 3 of the Supporting Performance Framework and will receive notice of a Capability Assessment meeting.
* your under performance is as a result of your unwillingness to undertake duties, even though you possess the necessary skills/ability; OR your negligence in undertaking duties. You have therefore been referred to the Disciplinary Procedure and will receive notice of a disciplinary hearing.
* you have failed to engage in the performance improvement process and/or have provided no underlying reasons as to why your performance has not improved. You have therefore been referred to the Disciplinary Procedure and will receive notice of a disciplinary hearing.
* you are unlikely to achieve acceptable levels/standards of performance in your current post and, with your agreement, you will be referred to the council’s redeployment list. A search for suitable alternative employment will be undertaken in accordance with Section 13 of the Supporting Performance Framework.

**SUPPORTING PERFORMANCE FRAMEWORK**

**STANDARD TEMPLATE LETTERS**

**Standard Template 5**

**Instruction to attend a Stage 3 Capability Assessment Meeting**

Ref: [insert employee number]

Date [insert date]

**Strictly Private & Confidential:**

**To be opened by Addressee only**

[insert name & address]

Dear [insert name]

**STAGE 3 CAPABILITY ASSESSMENT MEETING**

**JOB TITLE: [insert job title for post to which the performance issue relates to]**

Following the outcome of your Stage 2 Performance Review meeting, your performance levels continue to be a matter of concern and you are required to attend a Stage 3 Capability Assessment Meeting on [insert date, time, and location] in line with the Supporting Performance Framework.

The purpose of the meeting is to:

* discuss your levels of performance and how they have continued to fall below the standard expected;
* review the reasons for your continued under performance and the support that has been put in place to assist you to achieve the required standard or to explore other options;
* discuss [if appropriate] the content of the medical report received following your appointment with the council’s Occupational Health Adviser;
* consider the continuation of your employment with the council and any evidence you wish to present which is relevant to the consideration of this; and
* consider any further interventions the service may be able to offer to assist you in improving your performance and sustaining your continued employment with the council, subject to the ability of the service to accommodate such interventions.

At this meeting in-depth discussions will be held about all available options; however, it is very important that you are aware that one of the potential outcomes of those deliberations could result in the termination of your employment with the Council, even though this meeting is not a disciplinary hearing.

You have the right to be accompanied at the meeting by a trade union representative or some other person of your choice.

If you are unable to attend this meeting or if you have any queries regarding this matter please contact me as soon as possible on [insert contact details]

Yours sincerely

**SUPPORTING PERFORMANCE FRAMEWORK**

**STANDARD TEMPLATE LETTERS**

**Standard Template 6**

**Outcome of Stage 3 Capability Assessment Meeting - Redeployment**

Ref: [insert employee number]

Date [insert date]

**Strictly Private & Confidential:**

**To be opened by Addressee only**

[insert name & address]

Dear [insert name]

**STAGE 3 CAPABILITY ASSESSMENT MEETING**

**JOB TITLE: [insert job title for post to which the performance issue relates to]**

I refer to the Capability Assessment Meeting you attended on [insert date]. You were accompanied at the meeting by [insert name]/you confirmed that you were happy not to be accompanied at this meeting *(delete as appropriate)*

The meeting was arranged to discuss:

* your levels of performance and how they have continued to fall below the standard expected;
* the reasons for your continued under performance and the support that has been put in place to assist you to achieve the required standard or to explore other options;
* [if appropriate] the content of the medical report received following your appointment with the council’s Occupational Health Adviser;
* the continuation of your employment with the council and any evidence you wish to present which is relevant to the consideration of this; and
* any further interventions the service may be able to offer to assist you in improving your performance and sustaining your continued employment with the council, subject to the ability of the service to accommodate such interventions.

At the meeting, we discussed [insert summary of discussion]

[if appropriate] We also discussed the report received from Occupational Health [insert summary of discussion around the report]

Following our discussions, I have concluded that you are unlikely to achieve acceptable levels/standards of performance in your current post and, with your agreement, you will be referred to the council’s redeployment list.

I will now arrange for a search to be conducted for alternative employment for you. You should be aware however that this would depend on the availability of suitable vacancies within or out-with your current service. The redeployment team will contact you and arrange for a skills audit to be completed in order to aid their search. It is in your own best interests to complete this form and send it back to the redeployment team as soon as possible.

All posts for the Council are advertised on myjobscotland website <https://www.myjobscotland.gov.uk/councils/west-lothian-council/jobs> where you can register for email alerts to any new posts. Should you discover any post being advertised that you think would be suitable I would ask you to contact the redeployment team who can arrange a review of the essential qualifications against your skills set.

If following 3 months, the search for alternative employment has been unsuccessful I will arrange to meet with you again. At this meeting, you should be aware that all options surrounding your employment will be discussed and one of the potential outcomes could result in the terminating your employment on the grounds of capability.

Yours sincerely

**SUPPORTING PERFORMANCE FRAMEWORK**

**STANDARD TEMPLATE LETTERS**

**Standard Template 7**

**Outcome of Stage 3 Capability Assessment Meeting – Further Review**

Ref: [insert employee number]

Date [insert date]

**Strictly Private & Confidential:**

**To be opened by Addressee only**

[insert name & address]

Dear [insert name]

**STAGE 3 CAPABILITY ASSESSMENT MEETING**

**JOB TITLE: [insert job title for post to which the performance issue relates to]**

I refer to the Capability Assessment Meeting you attended on [insert date]. You were accompanied at the meeting by [insert name]/you confirmed that you were happy not to be accompanied at this meeting *(delete as appropriate)*

The meeting was arranged to discuss:

* your levels of performance and how they have continued to fall below the standard expected;
* the reasons for your continued under performance and the support that has been put in place to assist you to achieve the required standard or to explore other options;
* [if appropriate] the content of the medical report received following your appointment with the council’s Occupational Health Adviser;
* the continuation of your employment with the council and any evidence you wish to present which is relevant to the consideration of this; and
* any further interventions the service may be able to offer to assist you in improving your performance and sustaining your continued employment with the council, subject to the ability of the service to accommodate such interventions.

At the meeting, we discussed [insert summary of discussion]

[if appropriate] We also discussed the report received from Occupational Health [insert summary of discussion around the report]

Following our discussions, I have concluded that your period of performance review should be extended by …….. This further review period is intended to ……….. and you are expected to …………….

I will arrange to meet with you again at the end of the review period. At this meeting, you should be aware that all options surrounding your employment will be discussed and one of the potential outcomes could result in the termination of your employment on the grounds of capability.

Yours sincerely

**SUPPORTING PERFORMANCE FRAMEWORK**

**STANDARD TEMPLATE LETTERS**

**Standard Template 8**

**Outcome of Stage 3 Capability Assessment Meeting – Further Review**

Ref: [insert employee number]

Date [insert date]

**Strictly Private & Confidential:**

**To be opened by Addressee only**

[insert name & address]

Dear [insert name]

**STAGE 3 CAPABILITY ASSESSMENT MEETING**

**JOB TITLE: [insert job title for post to which the performance issue relates to]**

I refer to the Capability Assessment Meeting you attended on [insert date]. You were accompanied at the meeting by [insert name]/you confirmed that you were happy not to be accompanied at this meeting *(delete as appropriate)*

The meeting was arranged to discuss:

* your levels of performance and how they have continued to fall below the standard expected;
* the reasons for your continued under performance and the support that has been put in place to assist you to achieve the required standard or to explore other options;
* [if appropriate] the content of the medical report received following your appointment with the council’s Occupational Health Adviser;
* the continuation of your employment with the council and any evidence you wish to present which is relevant to the consideration of this; and
* any further interventions the service may be able to offer to assist you in improving your performance and sustaining your continued employment with the council, subject to the ability of the service to accommodate such interventions.

At the meeting, we discussed [insert summary of discussion]

[if appropriate] We also discussed the report received from Occupational Health [insert summary of discussion around the report]

Following our discussions, I have concluded that there has not been an acceptable improvement in your performance and despite the support that has been put in place, you have continued to fall below the required standards of your post.

Therefore I confirm that your employment with the Council has been terminated on the grounds of capability effective from [insert date of meeting]

You will receive [insert weeks] pay in lieu of notice and will receive payment for any outstanding annual leave.

As discussed you have the right to appeal against your dismissal to the Council’s Appeals Committee. Should you wish to exercise this right you should submit your appeal in writing to the Head of Corporate Services, West Lothian Civic Centre, Howden South Road, Livingston, West Lothian, EH54 6FF within 10 working days of this letter.

Yours sincerely