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## **1.0 OBJECTIVE**

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At Lodge Service, we strive to create an environment where our employees can perform to the best of their abilities. We trust that you will always strive to perform your role to the best of your ability. We believe that it is critical that everyone receives timely and honest feedback on how they are performing. If your performance falls below our expectations, we will address the issue with you in a fair and supportive manner to help you improve your performance to the required standard.

We understand that performance improvement can be challenging, and we want to work with you to help you succeed. By setting clear objectives, providing regular feedback and support, and following a fair and consistent process, we believe we can help you achieve the expected standards and improve your performance.

## **2.0 SCOPE**

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This policy applies to all employees with over two years of service at Lodge Service. A reduced version may be applied to employees with shorter service, consistent with the Employment Rights Act 1996.

Where performance issues arise due to misconduct, the Disciplinary Policy and Procedure will take precedence.

## **3.0 PRINCIPLES**

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- The performance improvement procedure is designed to be used where capability rather than misconduct is thought to be the cause of poor work performance.

- Where it is appropriate, we'll try to resolve performance issues informally.
- At all formal stages of the procedure you will have the right to be accompanied by a Trade Union Representative or a work colleague. There is no legal right to be accompanied during informal discussions or investigation meetings.
- We will deal with all performance issues sensitively and with respect for the privacy of any individuals involved.

## **4.0 PROCEDURE**

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### **1.1. INFORMAL DISCUSSION**

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Informal discussions are often effective in addressing minor performance issues. Managers will:

1. Explain performance concerns during regular 1:1 or welfare meetings.
2. Provide clear expectations for improvement and outline support measures such as additional training or supervision.
3. Maintain written records of the discussion, including:
  - Areas requiring improvement.
  - Agreed performance objectives and timelines.
  - Support provided and consequences of failing to improve.

Ask your manager questions if you are not clear about what or how you need to improve and let them know if there's anything you need from them.

### **1.2. FORMAL DISCUSSIONS**

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If performance does not improve after informal discussions, the formal PIP process will commence. Before initiating formal procedures, the manager must ensure:

- The employee understands performance expectations and has received adequate training.
- Work conditions, resources, and volume are reasonable.
- There are no underlying medical conditions affecting performance (consider occupational health assessments if needed).

You should be aware that if your performance doesn't improve throughout this series of meetings, the final outcome could be dismissal.

### **1.3. STAGE 1 PERFORMANCE REVIEW HEARING**

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If following informal discussions, your performance is below the required level you will be invited to a stage 1 performance review hearing to talk about your performance.

You will get at least 48 hours' notice in writing of the meeting.

At the meeting your manager will discuss performance expectations and any areas where your performance falls below the expected requirements this will include:

- A review training and support offered.
- Providing you with the opportunity to talk about your performance.
- Identification and consideration of any mitigating circumstances that may be impacting on performance levels.

With your manager a performance improvement plan will be agreed which will detail the:

- Improvement required
- Agreed timescales
- Further training and support to be provided to support improved performance

A written Performance Improvement Plan (PIP) detailing required improvements, timelines (typically 4 weeks minimum), and support measures.

During the improvement plan period an informal midpoint review will be arranged with your manager to provide feedback on progress and identify if any further support or training is required,

Following the meeting the manager will issue a letter to confirm a stage 1 written warning has been issued and a performance improvement plan agreed.

Stage 1 warnings remain active for a 6-month period.

#### **1.4. STAGE 2 PERFORMANCE REVIEW HEARING**

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Following completion of the time period agreed for the performance improvement plan, you will be invited to a Stage 2 performance review hearing with your manager. The meeting is an opportunity to reflect on the success of the performance improvement plan and highlight areas of satisfactory or unsatisfactory progress.

You will get at least 48 hours' notice in writing of the meeting.

During the meeting:

- You will have the opportunity to talk through your performance from your perspective.
- Your performance will be reviewed against the agreed targets/ standard.
- Training and support given will be reviewed.
- Any mitigation will be considered.

#### **Outcomes**

If during the review period you have successfully met the required level of performance, this will be confirmed and the performance improvement procedures will come to an end. If there are any further performance concerns within a 6 month period these will be addressed with you directly and if not improved you will re-enter the performance improvement process and move directly to a stage 2 performance review hearing.

Where significant improvement has taken place, but this is below the required standard, or where there is sufficient mitigation for why performance has not improved for example, a delay in providing training, the performance improvement plan period can be extended. Extensions to the review period will typically be no more than 2 weeks. At the end of the extension period a stage 2 performance review hearing will be completed.

In cases where satisfactory progress has not been made within the agreed period and performance is below the required standard, a stage 2 warning will be issued.

The performance improvement plan will be reviewed and updated with a further time period set for improvements in performance and review of training and supported required. During the improvement plan period an informal midpoint review will be arranged with your manager to provide feedback on progress and identify if any further support or training is required.

Stage 2 written warnings, remain active for a 12-month period.

A letter will be sent to you confirming the outcome of the meeting.

### **1.5. STAGE 3 PERFORMANCE REVIEW HEARING**

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Following completion of the time period agreed for the performance improvement plan you will be invited to a Stage 3 performance review hearing.

You will get at least 48 hours' notice in writing of the meeting.

Similar to stage 2 Performance review hearing, The meeting is an opportunity to review progress with your manager and will include:

- Reviewing your performance against the agreed targets/ standard.
- Providing you the opportunity to talk through your performance from your perspective.
- Reviewing the training and support provided.
- Identification and consideration of any mitigating circumstances.

During the improvement plan period an informal midpoint review will be arranged with your manager to provide feedback on progress and identify if any further support or training is required,

#### **Outcomes**

If during the review period you have successfully met the required level of performance, this will be confirmed and the performance improvement procedures will come to an end. If there are any further performance concerns within a 12-month period these will be addressed with you directly and if not improved you will re-enter the performance improvement process and move directly to a stage 3 performance review hearing.

Where significant improvement has taken place and there are only minor issues remaining, or where there is sufficient mitigation for why performance has not improved the performance improvement plan period

can be extended. Extensions to the review period will typically be no more than 2 weeks. At the end of the extension period a stage 3 performance review hearing will be completed.

If during the review period you have successfully met the required level of performance, this will be confirmed and the performance improvement procedures will come to an end. If there are any further performance concerns within a 12-month period these will be addressed with you directly and if not improved you will re-enter the performance improvement process and move directly to a stage 3 performance review hearing.

Where significant improvement has taken place, but this is below the required standard, or where there is sufficient mitigation for why performance hasn't improved the performance improvement plan period can be extended. Extensions to the review period will typically be no more than 2 weeks.

At the end of the extension period a stage 3 performance review hearing will be completed.

In cases where satisfactory progress has not been made your employment will end as a result of underperformance.

A letter will be sent to you confirming the outcome of the meeting.

As an alternative to dismissal, we may at our discretion if available offer the option to transfer to a lower level role or apply for a suitable vacancy, if this is appropriate.

## **5.0 RIGHT TO BE ACCOMPANIED**

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if you are required to attend a formal performance review hearing you have the right to be accompanied by a trade union representative or workplace colleague.

You and your companion must make every effort to attend the hearing. Your companion is permitted to address the hearing, put and sum up your case, respond on behalf of you to any views expressed at the hearing and confer with you during the hearing.

Your companion does not however have the right to answer questions on your behalf or address the hearing if you do not wish or to prevent the company or you from explaining their case. You may confer with the companion during the hearing and may be permitted reasonable time to confer privately in either the hearing room or outside, if appropriate.

## **6.0 POSTPONEMENT OF A HEARING**

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If a postponement is required it should be set for no more than 5 working days later than the original date.

Potential reasons for a postponement are that your accompanying individual is unavailable to attend or that you require further reasonable time in order to prepare for the hearing.

## **7.0 FAILURE TO ATTEND MEETINGS**

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It is important to attend meetings and hearings as scheduled. If you fail to attend a meeting or hearing without prior notice or a valid reason, the meeting may proceed without you, and any decisions made may be made in your absence.

## **8.0 APPEAL**

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### **6.1. RIGHT OF APPEAL**

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You have the right of appeal against any formal warnings issued at each stage of the process. If you wish to appeal, you should write to the HR Department at [hradmin@lodgeservice.com](mailto:hradmin@lodgeservice.com) within 5 working days of receiving the decision in writing, giving the grounds for your appeal.

The appeal will normally be heard by a manager above the level of the Manager/Supervisor who decided upon the sanction/action to be taken, they will have had nothing to do with the original decision. The appointment will be guided by HR.

The appeal manager will invite you to an appeal meeting providing at least 48 hours' notice. This will usually be within 14 calendar days of getting the appeal letter.

If you want to be accompanied to the appeal meeting by a trade union rep or another colleague, you will need to let the appeal manager know before the meeting.

At the appeal meeting, we will ask you to explain the reasons for your appeal and why you feel that the original outcome isn't appropriate. The appeal manager may adjourn the meeting if necessary to get further evidence or interview witnesses.

If there is any further evidence, we'll make sure you are given a copy or provided access to it and give them the opportunity to respond to it.

### **6.2. APPEAL OUTCOME**

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Once the appeal manager has reached their decision, they will confirm this to you in writing. This will normally be within 14 calendar days, but again, if it's going to take longer we'll keep you informed

The appeal manager may decide to:

- Reject the appeal - so the original decision is upheld
- Uphold the appeal - and remove or replace the sanction with a lower level one

The decision of the appeal hearing will be final.

### **6.3. REARRANGING THE APPEAL HEARING**

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If a postponement is required it should be set for no more than 5 working days later than the original date.

### **6.4. FUTURE PERFORMANCE ISSUES**

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If your performance drops again outside this timescale, but you've demonstrated that you're capable of performing well and there have been no significant changes to your role, we may deal with this as a conduct issue under the disciplinary policy and procedure.

## **7. GRIEVANCES DURING THE PERFORMANCE IMPROVEMENT PROCESS**

If you raise a grievance during the performance improvement process and it is unrelated to the performance matter, the performance improvement process will continue, and another manager will deal with your grievance separately. If the two matters are connected, the performance improvement process will remain in place until your grievance has been held and an outcome issued, but any formal meetings will be temporarily suspended whilst we deal with your grievance.

## **6. MEDICAL CONDITIONS**

If a medical condition or disability may be affecting your performance at work, talk to your manager so they understand the issue and they'll look at how they can support you. This might include referring you for an occupational health assessment, so we can find out more about your condition and how it may affect you at work and whether there are any work adjustments we could make that may help.

## **7. ABSENCE DURING PERFORMANCE IMPROVEMENT PROCESS**

We recognise that it can be stressful to be notified of a performance issue and that individuals may suffer from absence whilst on a performance improvement plan.

If you are off work due to absence you will still be expected to co-operate fully in respect of this procedure, which may include reasonable attendance at meetings whilst you are off sick.

We will consider the impact of sickness during the performance improvement process on an individual basis, dependent on the nature of the illness, duration of time off work and potential impact on performance. The company at its discretion will extend the performance review period to provide you with fair and sufficient time in order to improve your performance.