Q: I’ve always performed well in my job, but I have been experiencing a few problems recently with my performance. Does that mean my manager will have to start the formal performance improvement policy with me?

A: Not necessarily. Talk to your manager about any problems you are experiencing, and they will discuss things with you informally first – via the informal approach. You can discuss together what support would help dependant on the situation. They will agree a review period, and see what support they can do to help you in your role. They then meet with you again, to see how things are going. If they are concerned at that stage, they may decide to start a formal performance improvement staged process with you, primarily to make sure we give you the support you need, and that they continue to monitor the situation closely.

Q: My manager has raised concerns about my performance, and wants to start the informal approach with me. How long do I have to turn things around?

A: Your manager will agree a sensible review period with you. This will **normally** be over a period of six weeks but it will depend on a number of factors - your role, the area and level of responsibility you have, the nature and impact of the performance issue, the performance improvement objectives to be set and whether you need any training and the needs of the students and service delivery area you are in.

Q: My manager says I am not meeting the required standards for my role, but I don't feel I’ve had enough training in certain areas. Is there anything I can do about that?

A: You’ll be able to talk about why you think you’re under-performing, both during any informal/regular one to one meetings you have with your manager, and any formal meetings, if it progresses to that stage. Your manager will look at what they can do to support you in your role, and if it’s relevant, and whether it is reasonable to offer you more training. The University and your manager want to help you achieve the necessary standards in your job.

Q: What kind of support can my manager give me if I’m struggling with my workload?

A: Your manager will talk through the different types of support that they can give you, or what measures they can take, to help you in your role. This may include further training, guidance, and closer supervision and support on time management and initially help you prioritise your workload, appointing a mentor, coaching, making some adjustments to your work or giving some of your work temporarily to someone else.

Q: My manager’s just started the formal performance improvement procedure with me. Does that mean I could lose my job?

A: Prior to the formal procedure being invoked, your manager will have discussed the performance concerns with you to attempt to resolve these informally – via the informal approach. If the performance issue is not resolved you will then move into the first stage of the procedure, so you still have plenty of time to make the necessary improvements.

Your manager will agree a review period with you – which is normally six weeks. If things don’t improve in that time, you may move into the second stage of the procedure, where you’ll have another opportunity to improve things. If you’re still under-performing at the end of that staged 2 review period, we may decide to hold a final stage hearing with you. There are several possible outcomes to this, one of which could be ending your employment on capability grounds. You will have plenty of opportunity to improve your performance, and plenty of support, before things get to that stage.

Q: If I’m involved in a performance improvement staged meeting, will it stay on my record?

A: After each formal performance improvement staged meeting, you’ll receive an outcome letter with agreed targets detailed in the performance improvement plan and which constitutes a written improvement note, which will go onto your personal file and will stay on your file for 12 months. Once your manager assesses that you have achieved satisfactory improvement you will receive a letter confirming this. If however, there is a reoccurrence after a short period of time and satisfactory performance in not sustained you will re-enter the staged process at the appropriate formal stage.

Q: My manager’s agreed a review period with me, which I’ve got to the end of now. I need some more time to make the necessary improvements. Can I get an extension?

A: If your manager feels there has been some positive progress/partial improvement and it is likely you will achieve the required level shortly but there are still some areas for improvement, they may decide to extend your review period.

Q: What if I don’t agree with a decision made about my performance?

A: You are entitled to appeal against any decision under the performance

improvement policy. If you want to appeal, you should do so in writing as per the policy guidance, clearly stating the reasons for the appeal, within **five working days** of receiving

the written confirmation of the formal outcome of the staged meeting.