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**EXAMPLE LETTER 1**

**INVITE TO STAGE 1 PERFORMANCE MEETING**

**PRIVATE & CONFIDENTIAL**

<Date>

Dear <Name>

**INVITE TO PERFORMANCE MEETING – STAGE 1**

I refer to our informal discussions and confirm that I remain concerned about your performance and now write to invite you to a stage 1 performance meeting to discuss your performance further. The meeting will be held in accordance with the University’s Performance Improvement Policy (copy enclosed).

The performance meeting will be held on <**insert <date> at <time> in Room <no.> at <add location>**. I will chair this meeting.

The purpose of the stage 1 meeting is to review your performance and decide what measures may need to be taken to achieve the required improvement in your performance. The following will be discussed:

* The performance concerns (summary with examples listed below).
* Required standards for your role as insert < role title, grade > (role profile enclosed).
* Any other matters you wish to raise regarding the above or make me aware of which you feel may be affecting your performance at work.
* Targets agreed, the performance improvement plan to be implemented and the review period to be applied.
* What other actions and support might be reasonably provided and appropriate to help you improve your performance within the set timeframe.

This is designed to be a collaborative process, with the aim of agreeing on a number of measures and actions that will help you to improve your performance.

To date, I have provided you the following support [*insert key details of the support/training/guidance that has been given to the employee].*

In turn you agreed that you would [*insert details of steps the employee agreed to take to improve their performance].* I explained that further action would be taken if the required improvement in your performance was not made. I do not believe that your performance has improved sufficiently.

 Specifically, my areas of concern are: [*List the performance concerns with examples gathered, e.g.*

1. ***Unsatisfactory standard of student feedback and assessment/marking provided to include module name, Year x –*** *the feedback you issued to the year 3 students on the assessments submitted xxx May 2016 was not of an appropriate standard or quality and was not provided in a timely/prompt manner. There was insufficient and very limited detail provided to the students. The feedback provided did not enable or assist the student to* review what they know, understand and assist them with their future studies to identify areas for improvement and enhance their learning. The feedback *is not to the standard required in a learning situation and would not enable the students to improve their knowledge and understanding – a copy of the feedback you provided to 5 students on 2 assessments over this period is attached.]*

You are entitled to be accompanied by a work colleague or trade union representative to this meeting if you wish. Please confirm your attendance at the meeting by insert <date> and also if you intend to be accompanied the details of who will accompany you and in what capacity.

I must advise you that the likely outcome of the stage 1 meeting is that we will agree a performance improvement plan and you will be issued with a first written improvement note for unsatisfactory performance. You will have a full opportunity to represent your views at the meeting and a decision on this will not be made until I have considered all the information discussed at the meeting.

I appreciate that this may be a difficult time for you and causing you concern and would like to remind you that the University has an independent counselling service called Workplace Options (leaflet enclosed) which is available to you if you wish to use them. This is a confidential, free of charge service for all University employees – further details can be found on their website <http://www.workplaceoptions.co.uk/>

In the meantime, if you require any further information please contact me or if you have any procedural questions relating to the Performance Improvement Policy please contact the HR Services Team.

Yours sincerely

Insert <Name>

Insert <Title - Line manager>

Cc: HR Services Team

Enc: Performance Improvement Policy

**EXAMPLE LETTER 2**

**OUTCOME OF STAGE 1 PERFORMANCE MEETING - ISSUE OF REVISED PIP & FIRST IMPROVEMENT NOTE**

**PRIVATE & CONFIDENTIAL**

<Date>

Dear <Name>

**OUTCOME OF PERFORMANCE MEETING - STAGE 1**

**ISSUE OF FIRST IMPROVEMENT NOTE & PERFORMANCE IMPROVEMENT PLAN**

I am writing to confirm the outcome of the stage 1 performance meeting held on insert <date >**.**

**Add if required** <any requests for delay/timing, reason for delay and response to requests.>

I chaired the meeting.

**Delete as appropriate**

<You chose to attend unaccompanied> OR

<You were accompanied by < insert specify the names of those in attendance and title and role e.g. Name of work companion/department or name /trade union representative title >

The purpose of the stage 1 performance meeting was to discuss concerns relating to your performance as outlined in the letter insert <date> and agree next steps.

I now write to confirm a summary of our discussions and the agreed actions.

**CONSIDERATIONS**

|  |
| --- |
| **< Insert a summary note of the main points of discussion at the meeting, any factors/mitigation raised and agreed actions >** *Suggested areas* * *The performance concern (s) and the extent of the performance gap.*
* *Impact of poor performance on colleagues, students and the University.*
* *Any actions taken/support already provided to assist the employee improve their performance. Any further support/training to be provided.*
* *Any views/points the employee expressed to explain why they feel their performance is below standard, the possible reason for their poor performance or suggestions as to how they feel they can achieve the required standard.*
* *Any discussions/targets/timescales agreed relating to the performance improvement plan (PIP)* <Attach a copy of the agreed PIP. >
* The potential consequences if the employee does not achieve satisfactory performance within the agreed timeframe as defined in the performance improvement plan (PIP)
 |

I have reviewed all the available information and have concluded that despite the support that has been provided to you, your performance remains unsatisfactory and below the required standards expected for your role.

Taking this into account, I confirm you will be issued with a performance improvement plan (PIP) and written improvement note. This letter constitutes a written improvement note.

**Performance Improvement Plan**

The agreed performance improvement plan is attached which outlines the performance concerns discussed, the improvement standards/performance targets required, the close monitoring and review period and the support to be provided during this period.

I will monitor your performance over the next (insert number) weeks and we will meet on <insert date of performance review meeting> to review your progress.

The performance improvement plan review period may be extended or stage 2 initiated if you have not fully demonstrated a sustained improvement in performance during the period as set out in the performance improvement plan.

**First Written Improvement Note**

This written improvement note is effective from , insert < the date of the meeting> and will be placed on file and stay active for performance improvement purposes for 12 months, at the end of this period subject to you achieving and sustaining satisfactory performance it will be disregarded for the purposes of performance improvement. Where you are signed off a staged period, if after a period of satisfactory performance there is a recurrence of poor performance whilst the improvement note is in place you will re-enter the performance improvement process at the appropriate formal stage.

Should you wish to appeal this stage 1 performance meeting decision you should do this in writing setting out the grounds for your appeal, within **5 working days** of receipt of this formal outcome letter. Please submit your appeal to the HR Services Team, HR & D Department, Sighthill Campus, Sighthill, Edinburgh.

I appreciate that this may be a difficult time for you and causing you some concern, however, I would like to remind you that the University has an independent counselling service called Workplace Options (leaflet enclosed) which is available to you if you wish to use them. This is a confidential, free of charge service for all University employees – further details can be found on their website <http://www.workplaceoptions.co.uk/>.

In the meantime, if you have any questions about the contents of this letter, please do not hesitate to contact myself or the HR Services team.

Yours sincerely

Insert <Name>

Insert <Title - Line manager>

Cc: HR Services Team

Enc: Performance Improvement Plan

**EXAMPLE LETTER 3 - INVITE TO PERFORMANCE REVIEW MEETING**

**PRIVATE & CONFIDENTIAL**

<Date>

Dear <Name>

**INVITE TO PERFORMANCE MEETING – REVIEW**

Further to our meetings regarding your performance, I now write to invite you to a performance review meeting in accordance with the Performance Improvement Policy.

The meeting will be held on **insert <date> at <time> in Room <no.> at <add location**> and

I will chair this meeting.

The purpose of the meeting will be to review your performance, the targets achieved against your performance improvement plan (PIP) and decide on the next steps.

I enclose a copy of the performance improvement plan and summary notes of our 1:1 discussions during the review period.

I must advise you that if your work does not meet the required standard at the end of this staged period you may move to the next stage of the Performance Improvement Policy which could ultimately result in your dismissal on the grounds of capability.

You are entitled to be accompanied by a work colleague or trade union representative to this meeting if you wish. Please confirm your attendance at the meeting by insert <date> and also if you intend to be accompanied the details of who will accompany you and in what capacity.

I appreciate that this may be a difficult time for you and causing you some concern and I would like to remind you that the University has an independent counselling service called Workplace Options (leaflet enclosed) which is available to you if you wish to use them. This is a confidential, free of charge service for all University employees – further details can be found on their website <http://www.workplaceoptions.co.uk/>.

In the meantime, if you require any further information please contact me or if you have any procedural questions relating to the Performance Improvement Policy please contact the HR Services Team.

Yours sincerely

Insert <Name>

Insert <Title - Line manager>

Cc: HR Services Team

Enc: PIP & 1:1 notes.

**EXAMPLE LETTER 4 - OUTCOME OF PERFORMANCE REVIEW MEETING**

**PRIVATE & CONFIDENTIAL**

<Date>

Dear <Name>

**OUTCOME OF PERFORMANCE REVIEW MEETING**

I am writing to confirm the outcome of the performance review meeting held on < insert date >**.** I chaired the meeting.

**Delete as appropriate**

<You chose to attend unaccompanied> or <You were accompanied by < insert specify the names of those in attendance and title and role e.g. Name of work companion/department or name /trade union representative title >

The purpose of the meeting was to review your performance, the targets achieved against your performance improvement plan (copy attached which ran from *[insert dates]*), confirm the outcome of the assessment and decide on next steps.

I now write to confirm a summary of our discussions and the agreed actions.

**CONSIDERATIONS**

|  |
| --- |
| **< Insert a summary note of the main points of discussion at the meeting and any factors/mitigation considered – AS BULLET POINTS >*** *The employee’s views and explanation on their own performance and achievement against the PIP.*
* *Summary of progress/feedback received/given on the improvement actions/targets as set in the PIP.*
* *Statement on the employee’s actual performance against the PIP and if the required standard has been met or if not the extent of the performance gap remaining.*
* *The support provided to date to assist the employee improve their performance whilst subject to a PIP and formal improvement note.*
* *Any explanation put forward by the employee as to why they have been unable to achieve the required performance standard.*
* *The potential consequences if it is assessed that the employee has not achieved satisfactory performance within the agreed timeframe as defined in the performance improvement plan (PIP).*
 |

**DECISION**

|  |
| --- |
| ***Insert a paragraph advising of your decision on whether to issue a formal improvement note or not***We discussed your progress to date, reviewed your PIP and the level of performance achieved and I assessed your current performance and concluded that *delete as appropriate* ***<Satisfactory Improvement****.>* you have achieved a satisfactory level of performance and the required standards and no further performance action will be taken. It is essential that you sustain this level/standard of performance as a reoccurrence of unsatisfactory performance will result in you re-entering the Performance Improvement Policy at an appropriate formal stage. **OR <Partial improvement>**. you have achieved a significant and partial improvement in the level of your performance and the required standards and I have decided to extend the review period by insert < set time period> and will set a further review meeting for insert < date> at < time> <location> **OR <Insufficient /No Improvement >. (confirming proceeding to stage 2)**you have not achieved an overall improvement in your **performance** since the issue of the PIP and first written improvement noteand the matter will now proceed to **stage 2**. The reason I have reached this decision is as follows < insert < add the areas where performance has not improved and outline the details for the manager’s decision> |

I appreciate that this may be a difficult time for you and causing you some concern and I would like to remind you that the University has an independent counselling service called Workplace Options (leaflet enclosed) which is available to you if you wish to use them. This is a confidential, free of charge service for all University employees – further details can be found on their website <http://www.workplaceoptions.co.uk/>

Should you wish to appeal this decision you should do this in writing setting out the grounds for your appeal, within **5 working days** of receipt of this formal outcome letter. Please submit your appeal to the HR Services Team, HR & D Department, Sighthill Campus, Sighthill, Edinburgh.

In the meantime, if you require any further information please contact me or if you have any procedural questions relating to the Performance Improvement Policy, please contact the **HR Services Team.**

Yours sincerely

**Insert <Name>**

**Insert <Title - Line manager>**

**Cc: HR Services Team**

**EXAMPLE LETTER 5 - INVITE TO STAGE 2 PERFORMANCE MEETING**

**PRIVATE & CONFIDENTIAL**

# <Date>

Dear <Name>

# **INVITE TO STAGE 2 PERFORMANCE MEETING**

I refer to the stage 1 performance meeting.

As discussed, I do not consider that you have fully demonstrated a sustained improvement in your performance during the period set out in the performance improvement plan and you are therefore now required to attend a performance meeting stage 2 in accordance with the Performance Improvement Policy (copy enclosed).

The meeting will be held on <**insert <date> at <time> in Room <no.> at <add location>**

I will chair this meeting. You are entitled to be accompanied by a work colleague or trade union representative to this meeting if you wish. Please confirm your attendance at the meeting by <insert date> and also if you intend to be accompanied the details of who will accompany you and in what capacity.

The performance concerns that remain outstanding in terms of the standards for your role and the PIP issued are:

* …….
* …….
* …….

During this period, you have received the following support:

[List any previous support/training already provided].

The purpose of the stage 2 performance meeting will be to discuss the following:

1. The performance concerns that remain. (copy of the performance improvement plan is attached)
2. The required standards for your role as <role title, grade > (role profile enclosed.)
3. Any other matters you wish to raise regarding the above or make me aware of which you feel may be affecting your performance at work.
4. Whether any revisions to the performance improvement plan are to be made e.g. extending timescales to take account of the new review period and staged 2 meeting discussions)
5. What other actions and support might be appropriate to help you improve your performance to the required standards within the set timeframe.

I must advise you that the likely outcome of the meeting is that you will be issued with a second written improvement note for unsatisfactory performance and remain on a performance improvement plan. You will have a full opportunity to represent your views at the meeting and a decision on this will not be made until I have considered all the information discussed at the meeting.

I appreciate that this may be a difficult time for you and causing you some concern and I would like to remind you that the University has an independent counselling service called Workplace Options (leaflet enclosed) which is available to you if you wish to use them. This is a confidential, free of charge service for all University employees – further details can be found on their website <http://www.workplaceoptions.co.uk/>

In the meantime, if you require any further information please contact me or if you have any procedural questions relating to the performance & capability policy please contact the **HR Services Team.**

Yours sincerely

**<Name>**

**<Title - Line manager>**

**Cc: HR Services**

**Enc: Performance Improvement Policy**

**EXAMPLE LETTER 6 - OUTCOME OF PERFORMANCE MEETING – STAGE 2**

**ISSUE OF REVISED PIP AND 2ND IMPROVEMENT NOTE**

**PRIVATE & CONFIDENTIAL**

# <Date>

Dear <Name>

# **OUTCOME OF STAGE 2 PERFORMANCE MEETING**

# **ISSUE OF REVISED PERFORMANCE IMPROVEMENT PLAN & SECOND IMPROVEMENT NOTE**

I am writing to confirm the outcome of the stage 2 performance meeting held on< insert date >. I chaired the meeting.

**Delete as appropriate <**You chose to attend unaccompanied> OR <You were accompanied by < specify the names of those in attendance and title and role e.g. name of work companion/department or name /trade union representative title >

The purpose of the stage 2 performance meeting was to discuss the concerns about your performance outlined in the letter <add date>, review the agreed performance improvement plan (PIP) and your performance to date and to consider whether a second written improvement note should be issued.

(If applicable) insert any requests for delay/timing, reason for delay and response to requests.

I now write to confirm a summary of our discussions and the agreed actions.

**CONSIDERATIONS**

|  |
| --- |
| **< Insert a summary note of the main points of discussion at the meeting and any factors/mitigation considered. Suggested areas >*** *Review and assessment of the performance improvement plan in place and the objectives and targets set and what has been achieved*
* *Any views/points the employee expressed to explain the possible reason for their continued poor performance or suggestions as to how they can achieve the required standard.* Any other relevant matters discussed
* *Consider if improvements have been achieved and next steps.*
* *The employee’s actual performance/the nature of the continuing performance concern (s) and the extent of the performance gap against the PIP and standards*
* *The impact of their poor performance on colleagues, students and the University.*
* *Any actions taken/support already provided to assist the employee improve their performance.*
* *Any further support/training to be provided.*
* *Any discussions relating to the revised performance improvement plan (PIP) discussed and agreed at the meeting and agreed at the meeting.* <Attach a copy of the agreed PIP. >
* The potential consequences if the employee does not achieve satisfactory performance within the agreed timeframe as defined in the performance improvement plan (PIP) at stage 2.
 |

I trust that this satisfactorily reflects our discussion.

I reviewed all the available information and have concluded that your performance continues to remain unsatisfactory and below the required standards expected for your role.

**DECISION**

|  |
| --- |
| Taking this into account, I confirm that you will be issued with a revised performance improvement plan and second written improvement note in accordance with the Performance Improvement Policy. This letter constitutes a written improvement note |

**Performance Improvement Plan**

The agreed revised performance improvement plan is attached which outlines the performance concerns discussed, the improvement standards/performance targets required, the review period and the support that will be provided during this period.

The performance improvement plan review period may be extended or a capability (performance – stage 3) hearing initiated if it is determined that you have not fully demonstrated a sustained improvement in performance during the period as set out in the performance improvement plan.

 I will monitor your performance over the next (insert number) weeks and we will meet on <insert date of performance review meeting> to review your progress.

**Second Written Improvement Note**

This second written improvement note is effective from , insert < the date of the meeting> and will be placed on your employee file and stay active for performance improvement purposes for 12 months, at the end of this period subject to you achieving and sustaining satisfactory performance it will be disregarded for the purposes of performance improvement. Where you are signed off a staged period, if after a period of satisfactory performance if there is a recurrence of poor performance whilst the improvement note is in place you will re-enter the performance improvement process at the appropriate formal stage.

A formal performance review meeting has been arranged for **<date> at <time> at <location>,** to assess whether you have achieved the performance standards required as set out in the PIP.

Should you wish to appeal this decision you should do this in writing setting out the grounds for your appeal, within 5 working days of receipt of this formal outcome letter. Please submit your appeal to HR Services Team, Sighthill Campus, EDINBURGH.

I appreciate that this may be a difficult time for you and causing you some concern and I would like to remind you that the University has an independent counselling service called Workplace Options (leaflet enclosed) which is available to you if you wish to use them. This is a confidential, free of charge service for all University employees – further details can be found on their website http://www.workplaceoptions.co.uk/

In the meantime, if you require any further information please contact me or if you have any procedural questions relating to the Performance Improvement policy please contact the HR Services Team.

Yours sincerely

**<Name>**

**<Title - Line manager>**

**Cc: HR Services Team**

 **Enc: Revised Performance Improvement Plan (PIP)**

**EXAMPLE LETTER 7 - SATISFACTORY PERFORMANCE ACHIEVED**

**NO FURTHER PERFORMANCE ACTION.**

**PRIVATE & CONFIDENTIAL**

# <Date>

Dear <Name>

I am writing further to the review meeting held on <insert date>.

The purpose of the meeting was to formally discuss your performance in accordance with Stage <insert stage> of the University’s Performance Improvement Policy and your performance improvement plan.

We reviewed your performance to date against your performance improvement plan and the required actions/targets set.

Following the agreed review period, I am satisfied that you have achieved these actions/targets and that your performance has now reached satisfactory levels and do not intend to take any further action.

It is essential that you sustain this level and standard of performance as a reoccurrence of unsatisfactory performance will likely result in you re-entering the Performance Improvement Policy at an appropriate formal stage.

Your performance will continue to be monitored through our normal 1:1 sessions and the Performance Development Review (PDR) process.

If in the meantime you experience any difficulties or need and further support or advice, please do not hesitate to contact me.

Yours sincerely

**<Name>**

**<Title - Line manager>**

**Cc: HR Services**

**Template of Summary Management Report**

****

**EDINBURGH NAPIER UNIVERSITY**

**Summary Report for**

**Consideration at Formal Capability (Performance) Hearing**

**Employee:** insert <name>

**Line Manager:** insert <name>

**Date:** <date>

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Employee: | <name> | Continuous Service Date: | <date> |
| Job Title: | <role title> | Start Date in Post: | <date> |
| Grade: | <grade> | Start Date of Long Term Absence: | <date> |
| Line Manager: | < name & role title> | *School*/Department: | <school/department> |

**Background**

<insert the name of employee> has been employed in the role of <insert role title> since< start date in role>, a copy of the role profile is attached at **Appendix 1**. <name> under performance has been managed in accordance with the performance improvement policy since <insert date>.

Informal discussions on the performance concerns commenced on insert < date> and they did not result in a satisfactory improvement in the employee performance. The formal process was initiated on < date> and staged performance management meetings and review meetings have been held.

A performance improvement plan has been implemented in which the employee was

set performance improvement objectives/targets and their performance has been assessed

against the plan, over the time period agreed and the expected standards for their role. A

copy of the performance improvement plans issued over this period are attached at

**Appendix 2**.

The table below provides a summary of the formal meetings held to date, the decision/assessment taken and a copy of the outcome letters issued to the employee are attached.

|  |  |  |  |
| --- | --- | --- | --- |
| **Date of Meeting** | **Stage** | **Decision /Assessment of Performance** | **Copy of Letter** **Appendix** |
| <date> | Stage 1 Performance Meeting /written improvement note issued | PIP & First Improvement Note issued – performance assessed as unsatisfactory  | **3** |
| <date> | < insert dates of the regular 1:1 meetings held> |  | **4** |
| <date> | Stage 1 Review Meeting |  | **5** |
| <date> | Stage 2 Performance Meeting/2nd written improvement note issued |  | **6** |
| <date> | Stage 2 Review Meeting |  | **7** |
|  |  |  |  |
| *Insert additional rows as required* |

**Any other relevant documentary evidence/information**

**Recommendation**

The panel consider all **t**he above information in accordance with the Performance Improvement Policy.

**EXAMPLE LETTER 8 - INVITE TO CAPABILTY (PERFORMANCE) HEARING – STAGE 3**

**PRIVATE & CONFIDENTIAL**

<Date>

Dear <Name>

**Invite to Formal Capability Hearing – Performance Grounds**

Further to your recent discussions with [insert manager’s name], I am writing to invite you to attend a formal capability hearing on insert <**date >** at <time **>**in <location >at Campus. The hearing will be held in accordance with the stage 3 of the University’s Performance Improvement policy (copy enclosed).

I will chair this panel hearing along with insert < name, role title, and department/school>.

insert <name> and a HR representative will be present in an advisory capacity.

The purpose of the capability hearing is to review your performance in relation to the requirements of your role as <role title> in <school/department> and the objectives/targets that have previously been set and agreed.

Details of the areas of concern, agreed objectives and support provided are given below:

* XXXXX
* XXXXX
* XXXXX

At the hearing, consideration will be given to the steps taken to improve your performance, support provided to date and outcomes following the commencement of the formal performance process, the performance improvement notes issued and the review periods.

insert <name of manager, title – stage 2 manager/decision maker> will present the management case.

During the hearing you will be given full opportunity to present your views. You have the right to be accompanied by an appropriate work colleague or trade union representative to this meeting. Please confirm your attendance and whether you intend to be accompanied, and if so the name of the person accompanying you by **< insert date>** to me.

I enclose a copy of the summary report with all the relevant information for consideration/discussion at the formal capability hearing. You may wish to submit additional papers or information that is relevant for consideration by the panel and if so, you should send this information to me by [insert date].

Please confirm that you can attend this hearing and whether you intend to be accompanied, and if so the name of the person accompanying you byinsert **<date>.**

The panel will consider this information, together with any additional evidence from you, during the hearing before making a decision.

You should note that if the panel conclude that your performance has not met the acceptable standard then a potential outcome of this hearing is termination of your employment on grounds of capability as outlined in the enclosed Performance Improvement Policy.

I appreciate that this situation may cause you some concern and I would like to remind you that the University provides access to an Employee Assistance Programme, provided by Workplace Options which provides information, resources and counselling on any of the challenges that life may bring. This service is available 24 hours a day, 7 days a week, 365 days a year by phone: 0800 243 458; email: assistance@workplaceoptions.com; or online: [www.workplaceoptions.com](http://www.workplaceoptions.com), user name: *napier*, password: *employee.*

If you have any questions regarding the above please do not hesitate to contact me or the HR Services Team.

Yours sincerely,

<Name>

<Title - Line manager>

**cc:** HR Partner

 Panel Member

**Enc:** Performance Improvement Policy

 Summary Report for Consideration at the Formal Capability Hearing

**EXAMPLE LETTER 9 - OUTCOME TO CAPABILTY HEARING**

**PRIVATE & CONFIDENTIAL**

<Date>

Dear <Name>

**Outcome to Formal Capability Hearing – [*ENTER OUTCOME*]**

I am writing to confirm the outcome of the formal capability hearing held on insert <date> that considered the following concerns:

**Identified Areas of Performance Concerns:**

insert <summary of the performance concerns>

The Panel took into account all the evidence provided at the hearing and considered the representations that you made before reaching their decision.

insert <details of main points raised and considered and rationale in reaching the decision >

However, the decision of the Panel is that you have failed to reach an acceptable level of performance in your role, despite extensive efforts to provide you with support and an opportunity to improve. You were advised by letter dated [*insert date*] that a failure to make the required improvement could result in your dismissal.

It is with regret that I must therefore inform you that this point has been reached and you will be dismissed on the grounds of capability due to your continued unsatisfactory work performance.

This letter gives formal notification of the termination of your employment. You will receive insert < the number of weeks required as per their contract> paid notice from the date of the hearing and therefore your employment with Edinburgh Napier University will be terminated on insert <date>.

You will be contacted separately to give you details of any final payments.

You have the right to appeal against this decision as detailed in the Performance Improvement Policy, a copy of which is enclosed. Should you wish to appeal, you should inform me in writing setting out the grounds of your appeal within 5 working days of the receipt of this letter.

Yours sincerely

<Name>

<Title - Line manager>

**cc:** HR Partner

 Panel Member

**Enc:** Performance Improvement Policy

 Summary Report for Consideration at the Formal Capability Hearing

**EXAMPLE LETTER 10 - Invite to Appeal Hearing – Stage 1 or 2**

<Date>

Dear <Name>

**Invite to Appeal Hearing**

I refer to your letter dated <date> acknowledging receipt of your appeal, advising a hearer would be appointed and a hearing date set shortly.

I now write to confirm, I have been appointed to conduct the appeal hearing and will chair the appeal hearing. <insert name>, HR Client Partner, will be present from Human Resources in an advisory capacity and <name> HR Adviser, will also be present as note taker.

The appeal hearing will be held on <insert date> at <insert time & location>.

As the appeal hearer I will consider the specific area(s) which you have identified as reasons for your appeal. It is important to note that this appeal hearing will not be a rehearing of the full performance meeting and therefore the discussion will be confined to the specific grounds of your appeal.

During the appeal hearing you will be given full opportunity to explain the basis for your appeal. You have the right to be accompanied by an appropriate work colleague or trade union representative to this meeting. Please confirm your attendance and whether you intend to be accompanied, and if so the name of the person accompanying you by **< insert date>** to me.

If you have any further information you wish to submit to support your appeal, please could this information be submitted to me no later than <insert date>.

Please confirm that you and your representative can attend this hearing by <insert date>.

Yours sincerely

<Name>

<Title - Line manager>

**cc:** HR Partner

 Panel Member

**Enc:** Performance Improvement Policy

 Summary Report for Consideration at the Formal Capability Hearing

**EXAMPLE LETTER 11 - Outcome to Appeal Hearing – Stage 1 or 2**

<Date>

Dear <Name>

**Outcome to Appeal Hearing**

I am writing to confirm the outcome of the appeal hearing held on <insert date> to consider your appeal against <delete as appropriate - staged performance meeting 1 or 2> dated <date>.

The panel has carefully considered your appeal and has taken into account your grounds of appeal and the representations that you made. The panel has concluded:

Delete as appropriate.

1. that the decision made at the <stage 1 or 2 performance meeting> to <insert sanction/outcome> was appropriate and so we do not uphold your appeal. This decision has been taken because <specify reasons why appeal has been rejected, commenting on each of the grounds of appeal>.
2. to uphold your appeal. This decision has been taken because <specify reasons why appeal has been successful>. <Insertdetails *as to what action the panel deemed appropriate. >*

Having now exercised your right to appeal under the Performance Improvement Policy this staged decision is final and there if no further right of appeal.

Yours sincerely

<Name>

<Title - Line manager>

**cc:** HR Services Team

 Panel Member

**Enc:** Performance Improvement Policy

 Summary Report for Consideration at the Formal Capability Hearing