

<b>WYFRA</b>	<b>HUMAN RESOURCES COMMITTEE</b>	<b>6 JULY 2012</b>	<b>ITEM No.  5</b>
--------------	--	--------------------	----------------------------

REPORT OF: DIRECTOR OF HUMAN RESOURCES

PURPOSE OF REPORT: TO ADVISE OF PERSONNEL ACTIVITY  
TO END MARCH 2012

RECOMMENDATION: THAT THE REPORT BE NOTED

---

#### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT DETAILS**

**EXEMPTION CATEGORY:** NONE

**ACCESS CONTACT OFFICER:** MARTYN REDFEARN (01274) 655703  
HILARY BROWN (01274) 655709

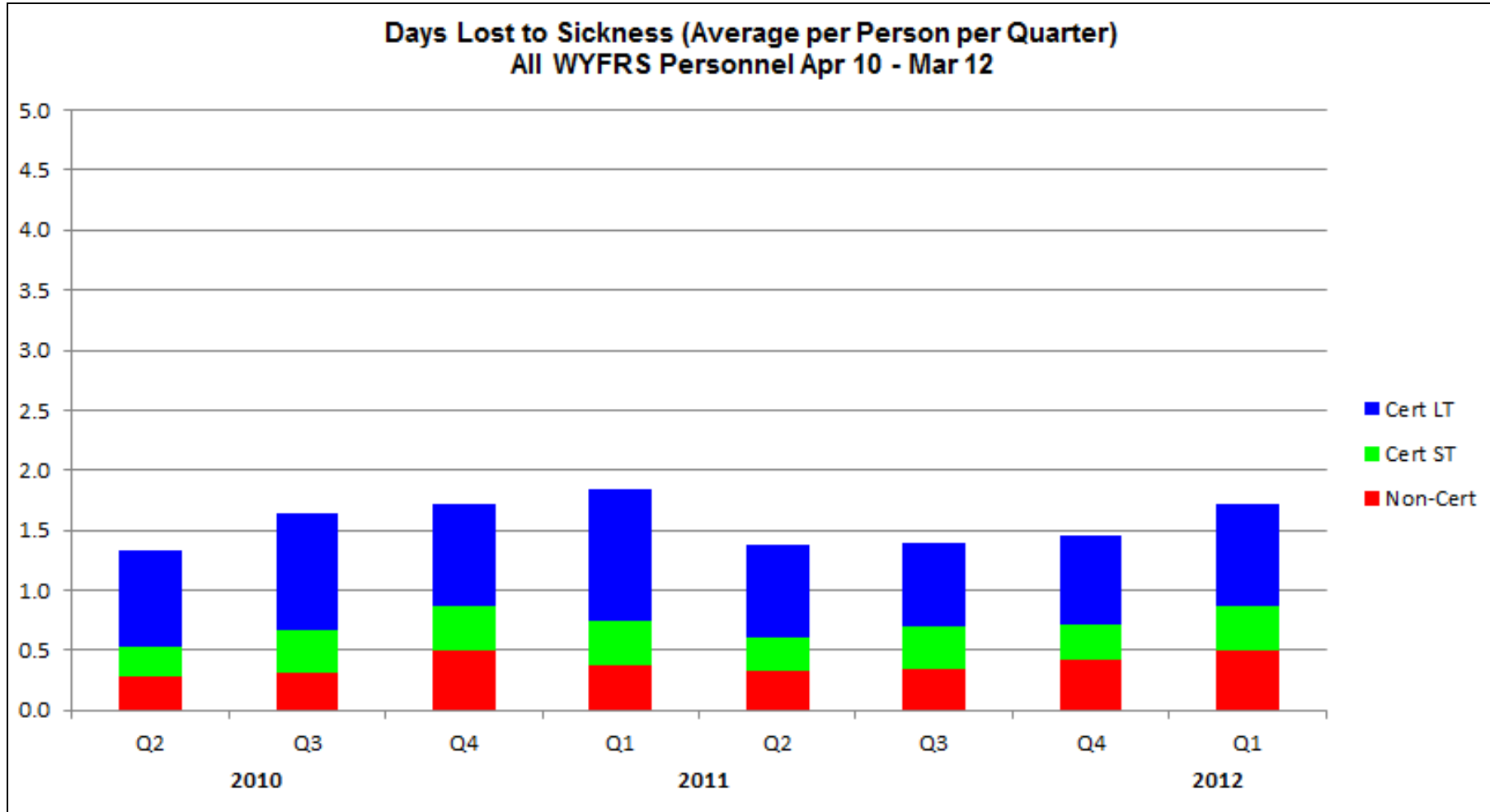
**OPEN TO INSPECTION:** NONE

#### Summary

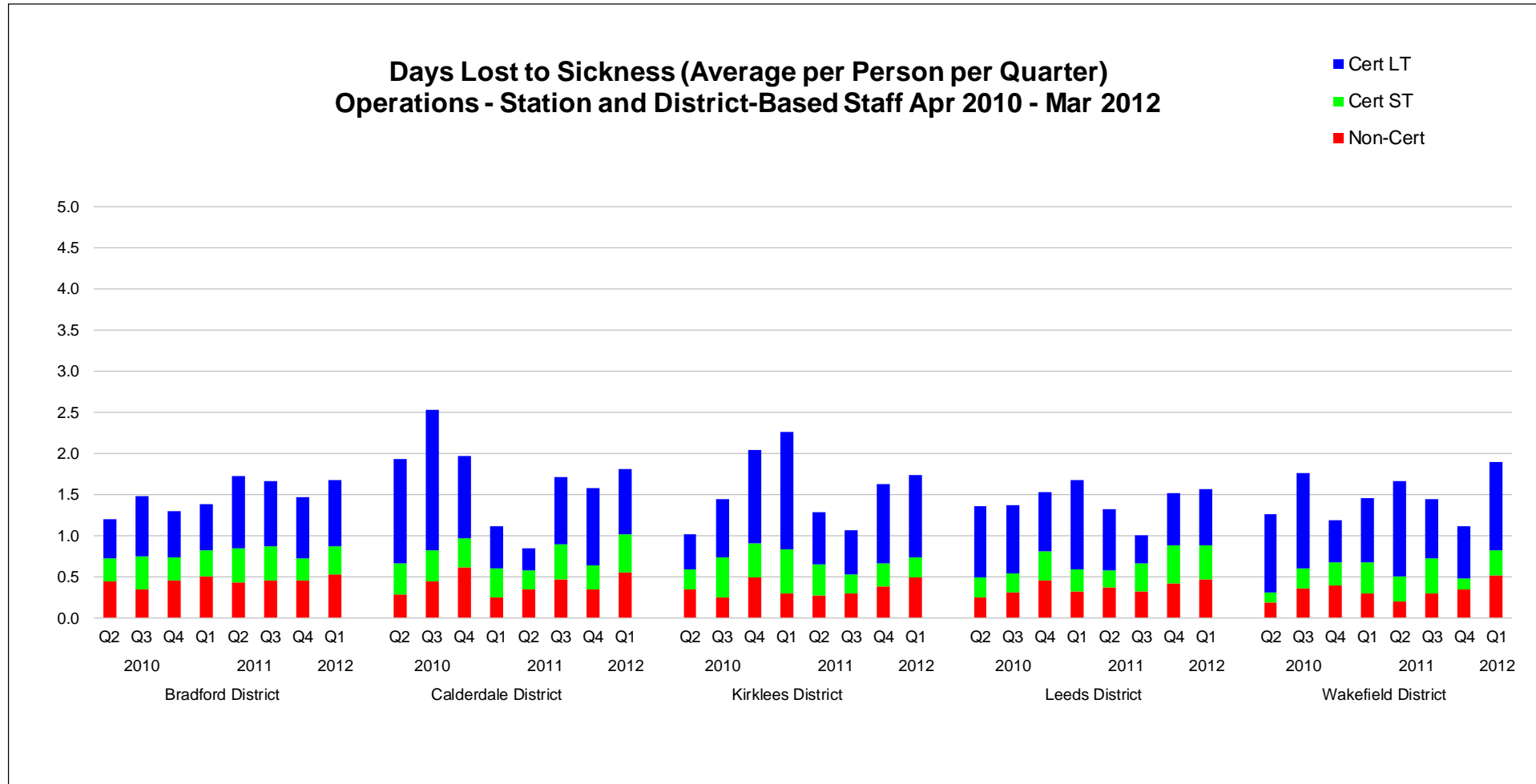
This report informs Members of the Authority's key areas relating to Human Resources in the final quarter of the 2011 / 2012 fiscal year.

# 1. SICKNESS ABSENCE – WORKING DAYS LOST PER EMPLOYEE 1 APRIL 2010 – 31 MARCH 2012

Employees as at March 2012 - 1917



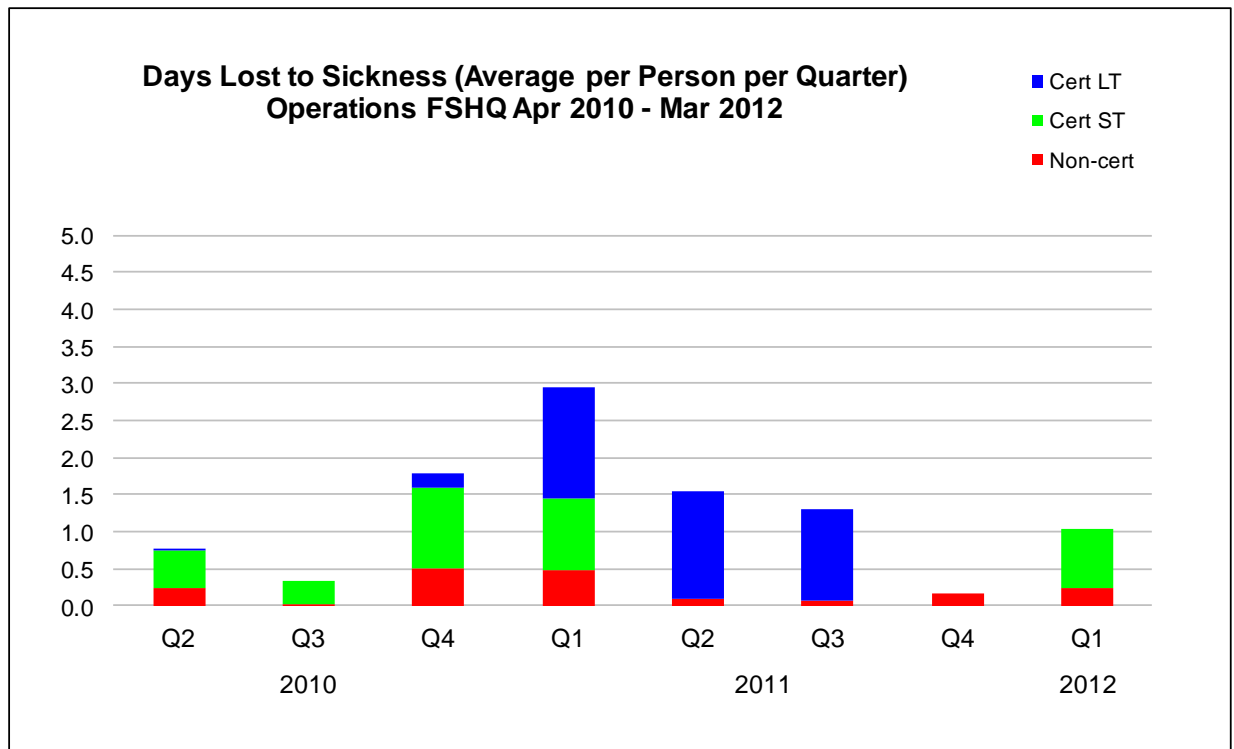
## 1.1 OPERATIONS – STATION AND DISTRICT-BASED STAFF



Numbers of employees as at 31 March 2012: Bradford District 21; Calderdale District 11; Kirklees District 15; Leeds District 23; Wakefield District 10; Bradford Stations 311; Calderdale Stations 156; Kirklees Stations 285; Leeds Stations 413; Wakefield Stations 199

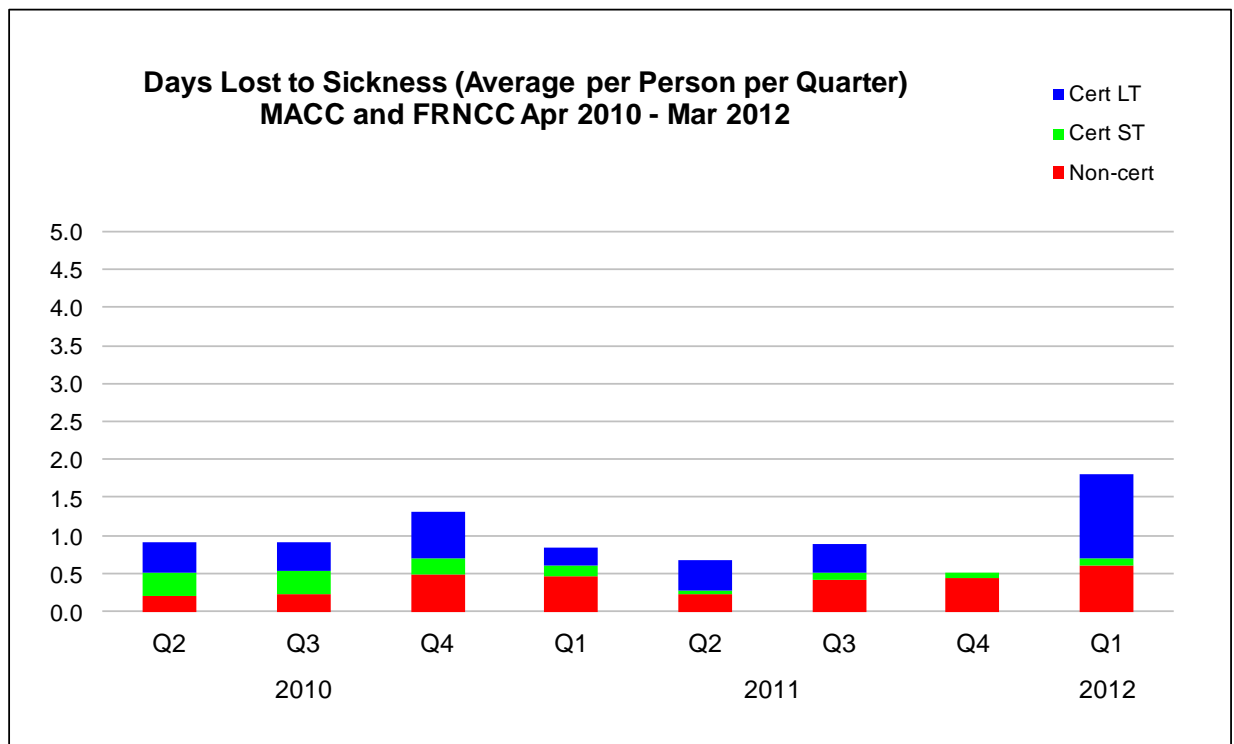
## 1.2 OPERATIONS – STAFF AT FSHQ

42 employees as at 31 March 2012



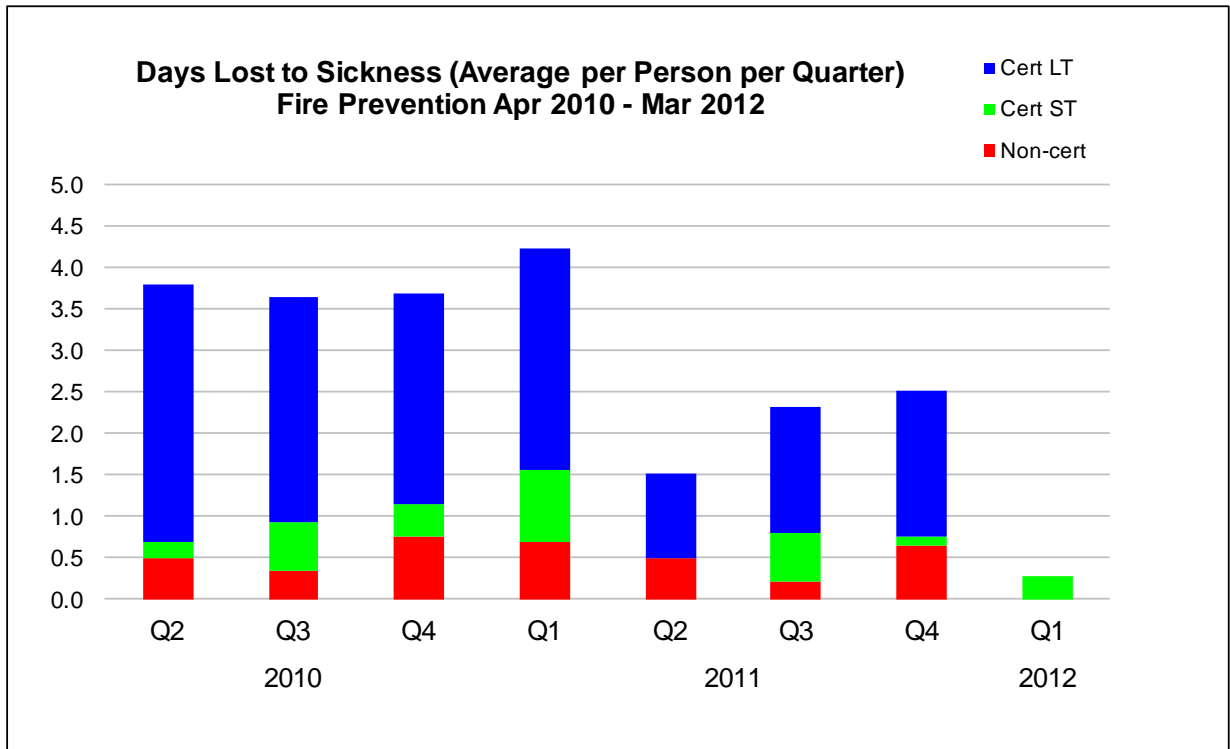
## 1.3 OPERATIONS – MACC AND FRNCC

94 employees as at 31 March 2012



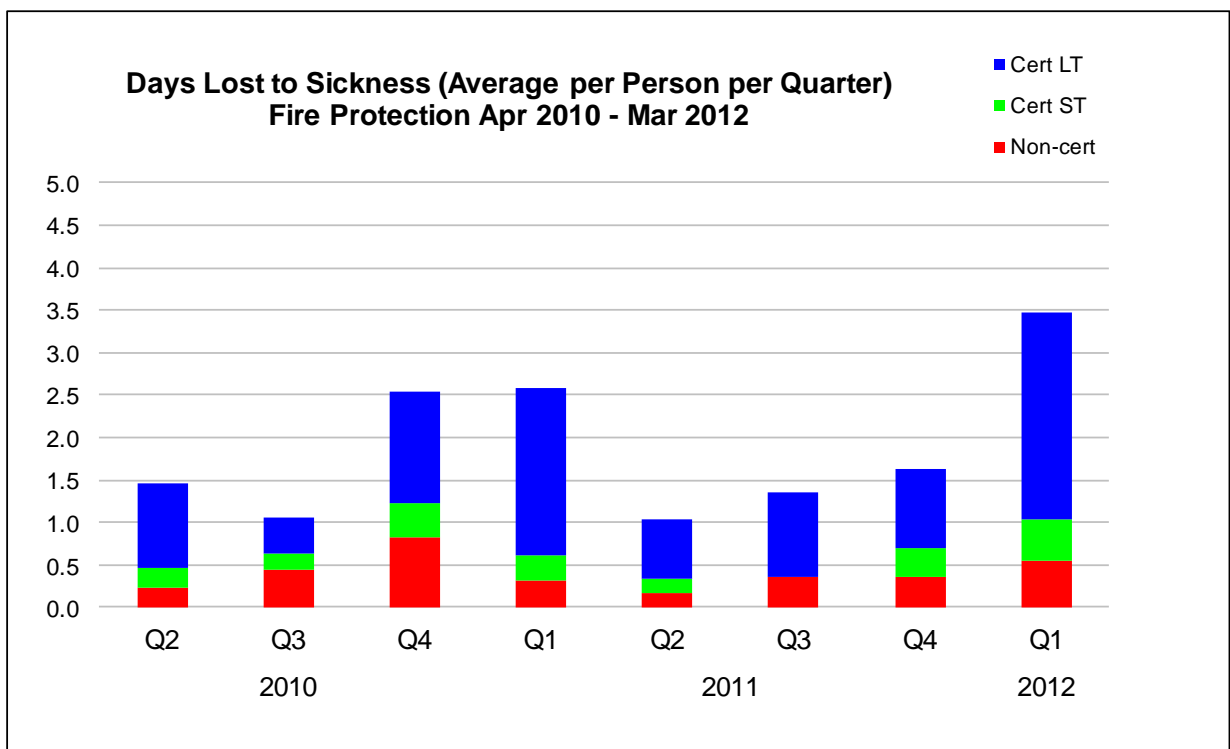
## 1.4 FS & CR – PREVENTION (COMMUNITY SAFETY)

29 employees as at 31 March 2012  
 (Reduced from 87 as at 31 March 2011, following the redeployment of District Prevention Staff into the Operational Districts)



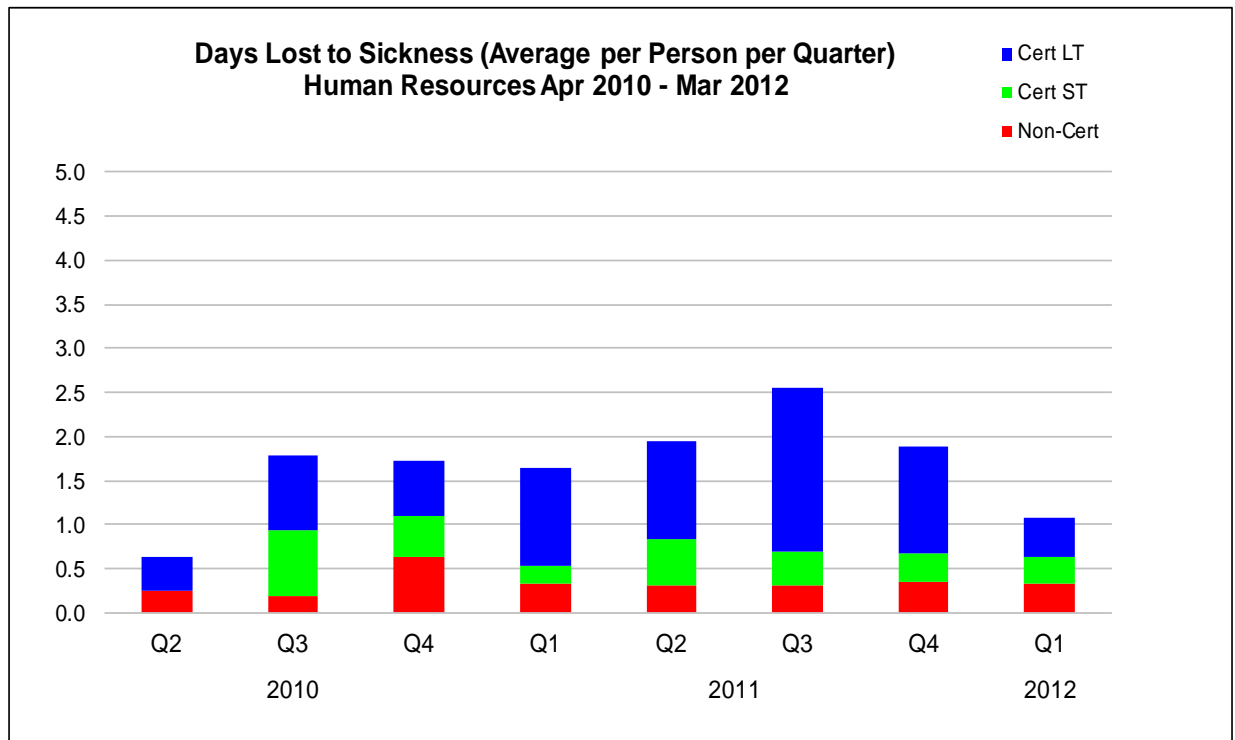
## 1.5 FS & CR – PROTECTION (LEGISLATIVE FIRE SAFETY)

64 employees as at 31 March 2012



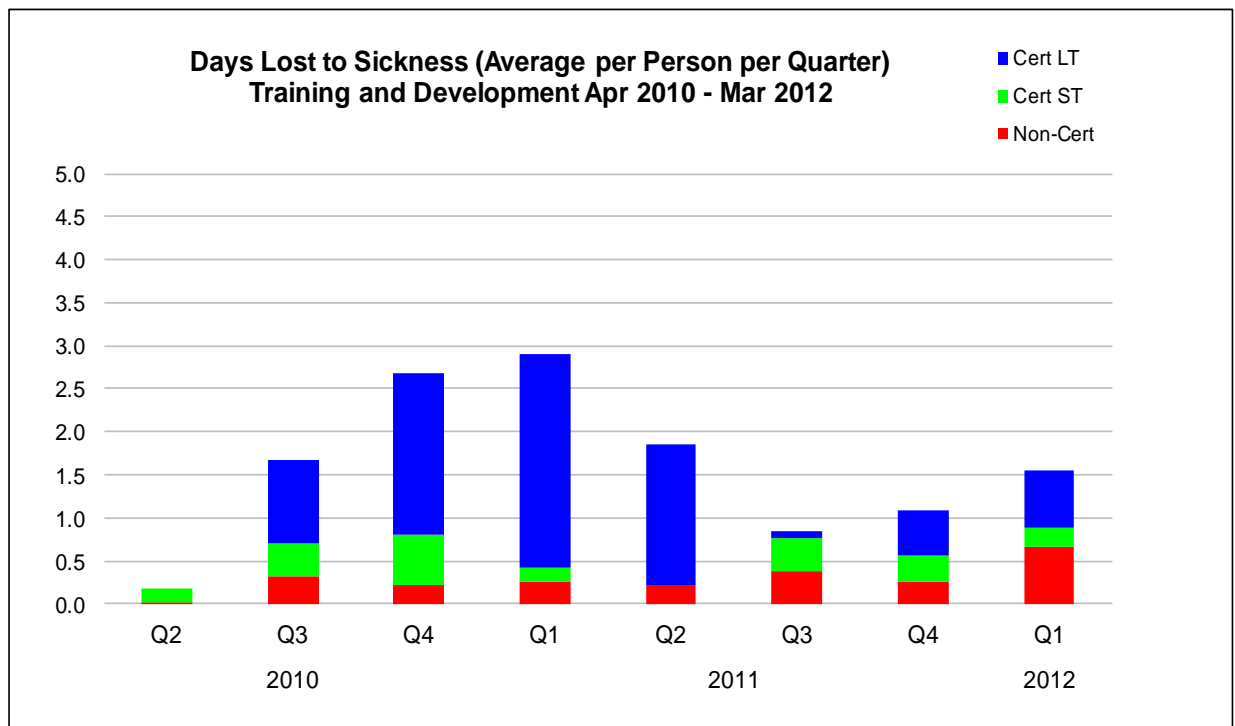
## 1.6 HUMAN RESOURCES – EMPLOYMENT SERVICES, OHSU AND ORP

99 employees as at 31 March 2012



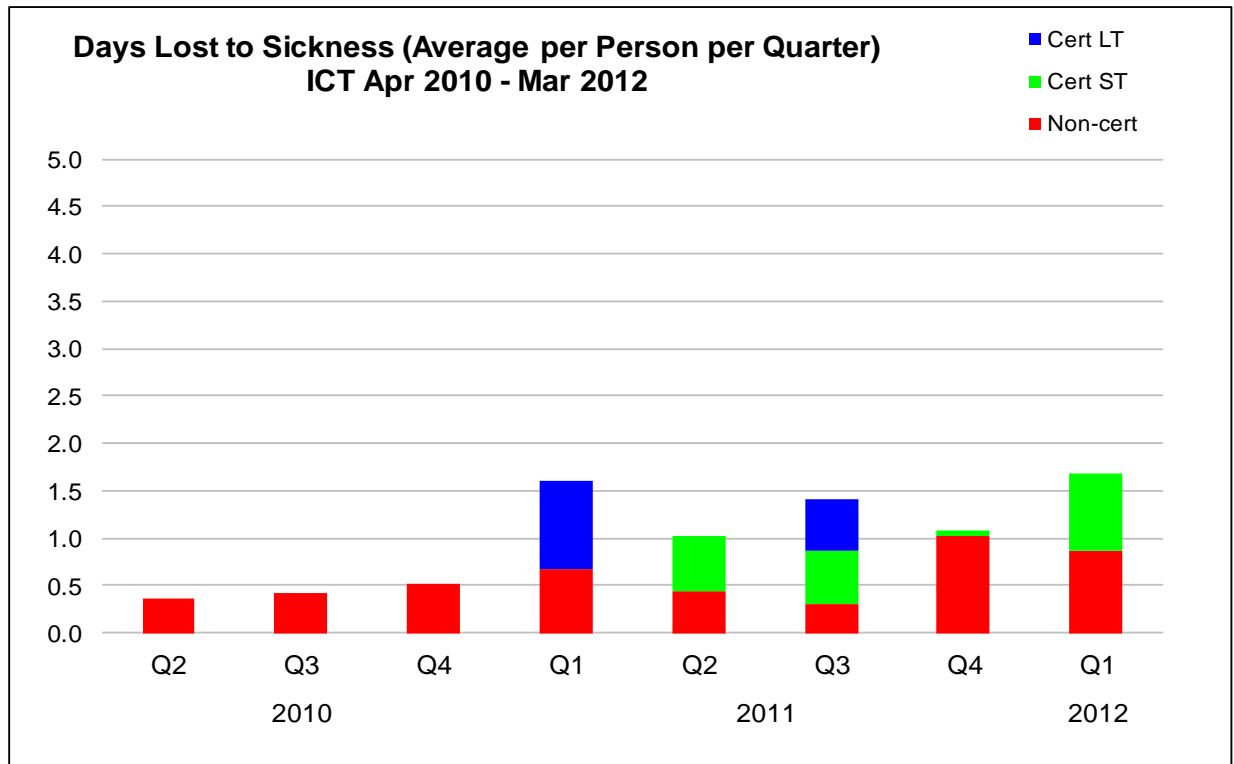
## 1.7 HUMAN RESOURCES – TRAINING AND DEVELOPMENT

62 employees as at 31 March 2012



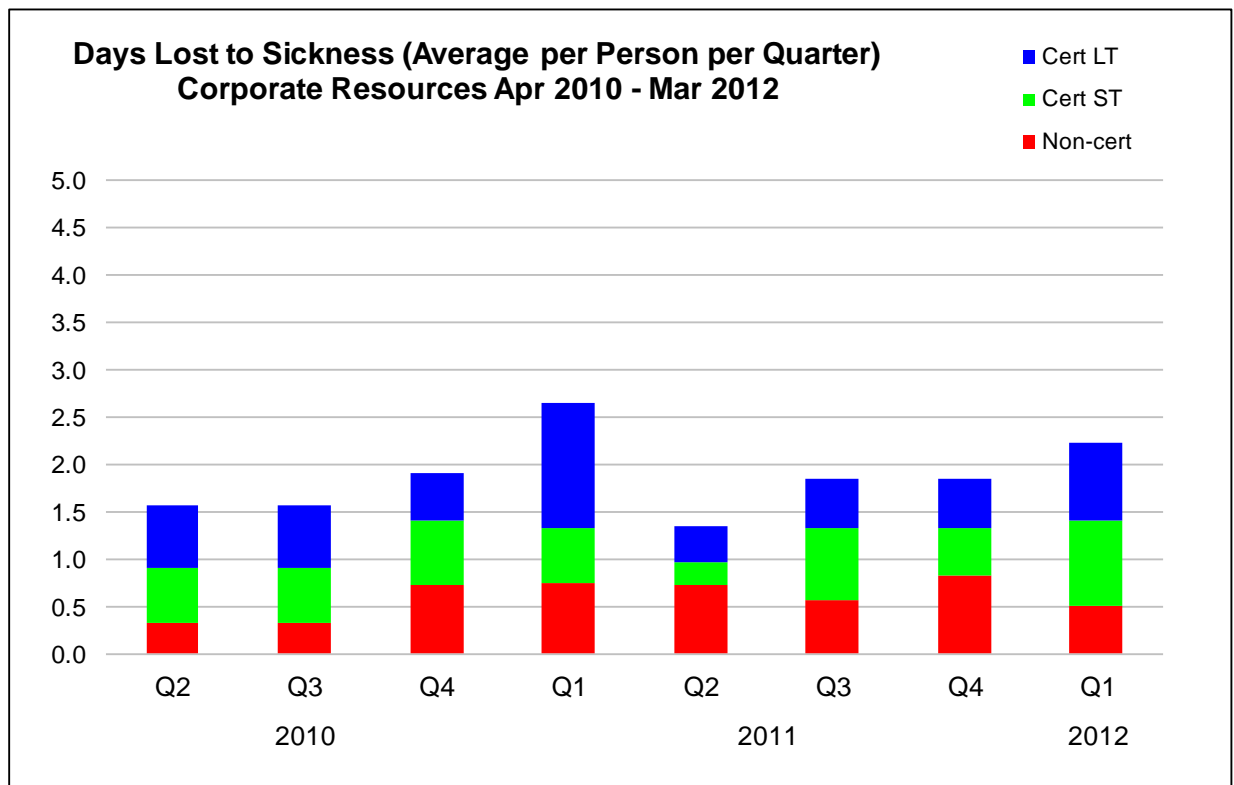
## 1.8 CORPORATE RESOURCES – ICT

35 employees as at 31 March 2012



## 1.9 CORPORATE RESOURCES – ALL OTHER DEPARTMENTS

86 employees as at 31 March 2012



## 2. NUMBER OF PERSONNEL EMPLOYED AS AT 31 MAY 2012

Staff Group	Posts	Reduction in Posts since Previous Report (27 Jan 2012)	Employed	Vacant Positions
Whole Time	1343	27	1341	2
Retained	156	5	125 (164)*	31
MACC (Mobilising and Communications Centre)	51	Nil	50	1
Green Book (Non-Operational) Personnel	357	4	340	17

\* Retained personnel may not declare themselves available for the full amount of hours required, hence the number of personnel employed will usually exceed the number of posts.

## 3. ENROLMENTS AND LEAVERS/RESIGNATIONS JANUARY – MARCH 2012

Staff Group	Enrolments	Leavers and Retirees
Whole Time	Nil	23
Grey Book Re-Engagement	Nil	n/a
Retained	Nil	1
MACC (Mobilising and Communications Centre)	Nil	Nil
Green Book (Non-Operational) Personnel	1 *	2

\* The Green Book enrolment is on a Fixed Term Contract.

## 4. NUMBER OF ILL HEALTH RETIREMENTS JANUARY – MARCH 2012

One of the above Whole Time retirements was due to medical reasons.



<b>WYFRS</b>	<b>HUMAN RESOURCE COMMITTEE</b>	<b>6 July 2012</b>	<b>ITEM No</b>  <b>6</b>
--------------	-------------------------------------	--------------------	--------------------------------

**REPORT OF:** Director of Human Resources

**PURPOSE OF REPORT:** To inform Members of the Equality and Human Rights Commission's monitoring role to ensure compliance with the Public Sector Equality Duty.

**RECOMMENDATIONS:** To note the report

#### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT DETAILS**

**EXEMPTION CATEGORY:**

**ACCESS CONTACT OFFICER:** Maria Tonks  
Corporate Diversity Manager

**BACKGROUND PAPERS OPEN TO INSPECTION:**

#### **SUMMARY**

Public bodies in England and non-devolved bodies in Scotland and Wales which are subject to the specific duties<sup>1</sup> had until 31 January 2012 to publish information that demonstrates how they are complying with the three aims of the general equality duty. The Equality and Human Rights Commission's assessment of the information published is now taking place with a review of websites of authorities to assess to what extent they have published relevant and accessible information to demonstrate their compliance.

## **1. BACKGROUND**

- 1.1 Public bodies in England and non-devolved bodies in Scotland and Wales which are subject to the specific duties<sup>1</sup> had until 31 January 2012 to publish information that demonstrates how they are complying with the three aims of the general equality duty.
- 1.2 This information must include information relating to people who share a relevant protected characteristic and who are:
  - its employees (for authorities with more than 150 staff)
  - people affected by its policies and practices.
- 1.3 The Equality and Human Rights Commission (EHRC) has published guidance to help public bodies decide what equality information they need to publish.

## **2. INFORMATION**

- 2.1 The EHRC's assessment of the information published is now taking place with a review of websites of authorities to assess to what extent they have published relevant and accessible information to demonstrate their compliance. Particularly interested will focus on assessing:
  - whether equality information can be found at all,
  - how accessible it is and the ease of navigation
  - how organisations have organised the information
  - how effectively they have signposted site visitors to it
  - how comprehensive the equality information is about people with the different protected characteristics who are affected by its policies and practices such as service users and employees
  - whether authorities have a clear approach to having due regard to the aims in the general duty in their policy and decision-making
  - whether authorities are preparing to comply with the new duty requirement to publish equality objectives by the end of April 2012
- 2.2 A report of findings should be available shortly. If any particular issues or examples of good practice are identified, the EHRC hope to be able to explore these further with the individual authority.
- 2.3 Members approved the publication 'Meeting our Equality Duties' in November 2011 two months before the due date. EHRC were notified of WYFRS's compliance with the duty via e-mail on 20 December 2011 and forwarded a web site link <http://www.wyfs.co.uk/uploads/assets/media/pdfs/publications/a4d40972b9d9869937cea0c72d0a7fd935ee2a3e.pdf> to the published document.

- 2.4 Equality objectives which support the Service Action Plan 2012/13 have been approved by the Human Resources Committee in March 2012 and published on 4 April 2012 to ensure compliance with the duty.
- 2.5 It should be noted that if WYFRS had not complied with the requirements of the duty the EHRC have a number of statutory powers to enforce the general and specific duties. These include:
- undertaking assessments under section 31 of the Equality Act
  - issue compliance notices in respect of failure to comply with the duty
  - intervene in legal proceedings relating to the equality duty by providing the Court with expert advice
  - enter into formal agreement with an organisation if the general equality duty has been breached
- 2.6 If a public authority does not comply with the duty their actions or failure to act can be challenged through an application to the High Court for a judicial review. An application could be made by a person or group of people with an interest in the matter, including the EHRC.
- 2.7 Regulators, inspectorates and ombudsmen who are subject to the general equality duty need to have due regard when carrying out their functions, ensuring that their assessment of performance of public sector bodies include consideration of performance on equality.

### **3 FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications associated with this report.

### **4 EQUALITY AND DIVERSITY IMPLICATIONS**

- 4.1 This is an equality and diversity paper.

### **5 SERVICE PLAN LINKS**

- 5.1 This report directly relates to the following action within the 2012/12 Service Plan: -
- Be an Excellent Fire and Rescue Authority

### **5 RECOMMENDATIONS**

- 5.1 To note the report.

<b>WYFRA</b>	<b>HUMAN RESOURCES COMMITTEE</b>	<b>DATE 6th July 2012</b>	<b>ITEM No 7</b>
--------------	--------------------------------------	-------------------------------	----------------------

**REPORT OF:** Director of Human Resources

**PURPOSE OF REPORT:**

- 1 To inform Members of the progress of the Fundamental Review and the voluntary severance/retirement requests detailed in the report
- 2 To request approval of the slight variations to the Interim Structure of the organisation

**RECOMMENDATIONS:**

- 1 That Members note the progress of the Fundamental Review and the requests for voluntary severance/retirements detailed in the report
- 2 That Members approve the revised Interim Structure of the organisation as detailed in Appendix 2

## **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT DETAILS**

**EXEMPTION CATEGORY:**

**ACCESS CONTACT OFFICER:** Senior Human Resources Manager

### **BACKGROUND PAPERS OPEN TO INSPECTION:**

Fundamental Review Human Resources Report Jan 2012

Fundamental Review Human Resources Report March 2012

### **SUMMARY**

This report provides Members with progress on the Fundamental Review in relation to the processes adopted to implement the changes to the organisational structure which Members approved in March 2012. In addition it also informs Members of the requests for voluntary severance/retirement of Green Book staff and requests approval for the variations to organisational structure which have been necessitated by the approval of those voluntary severance requests.

## 1 BACKGROUND AND INFORMATION

- 1.1 Members received a report in January 2012 providing information on the commencement of a Fundamental Review of the structure of West Yorkshire Fire and Rescue Service (WYFRS)
- 1.2 The purpose of the review was to ensure that WYFRS could continue to deliver key priorities and functions to the highest standards within the constraints of the budget.
- 1.3 Members were informed that it was likely that the outcome of the review would be that a number of support staff (Green Book) posts would be deleted from the organisation and consequently provide savings.
- 1.4 It is important to emphasise that financial savings have already been achieved. These savings were necessitated by previous cuts to government grants.

These on-going savings amount to;

- £591,000 per annum from the restructure of support staff posts in 2011
- £1.7m per annum from the implementation of the Operational Resource Pool
- £3.9m per annum from the IRMP proposals Members approved in February 2012

- 1.5 In the report Members received in January 2012 the financial implications detailed therein reported that the budget position in 2013/14 would be challenging. It was noted that after all the savings previously found there would still be a deficit of £4.0m.
- 1.6 Members received a further report in March 2012 on the progress of the review. That report provided details on the revised organisational structure and the functions and responsibilities of the revised directorates.
- 1.7 Since approval for the Fundamental Review was given a series of presentations and discussions have been held with all Green Book staff. The purpose of these interventions was to provide employees with an overview of the financial situation facing the Authority. It also provided an opportunity to give information on how the fundamental review would impact on their individual employment and the proposals on changes to the organisational structure.
- 1.8 All the representative bodies have been kept fully apprised of the proposed actions to be taken by management. They have been able to feed into the process and assist by providing information from the 'ground' in relation to outstanding issues and anxieties.
- 1.9 The structure of the revised Directorates has been influenced by the desire to maintain service delivery but also to 'delayer' green book management which did not affect service delivery. The review looked to 'maximise' grey book senior/middle managers roles, i.e. as these managers undertake a dual role of a daytime function and an operational role.

- 1.10 All Green book staff received an 'at risk of redundancy' letter in March 2012. Staff were also requested, following the publication of the revised structure, to indicate whether they wished to be considered for voluntary severance, or if their post had been deleted from the structure, apply for redeployment.
- 1.11 By the deadline for return on voluntary severance/retirement requests, 50 had been received. Management Board has considered these requests and has approved all these requests. In addition 5 members of staff have indicated they wish to stay until the 31 March 2013 and that they will not seek redeployment. Attached, as Appendix 1, is a composite table providing information on all the returns received.
- 1.12 Letters have been sent to those staff confirming their voluntary severance/retirement and issuing a termination of employment date, in the majority of cases, of 7 October 2012.
- 1.13 A process of redeployment commences in July with interviews being held for available posts throughout July and August 2012. Those staff who are not successful in securing a redeployment post will be made **compulsorily redundant** on 31 March 2013. Members will receive a further report on these issues in November 2012 prior to redundancy notices being issued.
- 1.14 The interim top level structure will be implemented in July 2012. The Director of Strategic Development is charged with finalising the implementation of the Fundamental Review and dealing with issues such as accommodation, transport and any outstanding HR issues.
- 1.15 Approval of some voluntary severance requests, regrading of posts (as referred to in the March report) has necessitated slight amendments to the structure that Members approved in March. These amendments are reflected in Appendix 2, and detail the number of posts in each grade. Members should be aware that this is an interim structure which may be subject to change. If there are further amendments this will be the subject of a further report.

## **2 FINANCIAL IMPLICATIONS**

- 2.1 The total cost of early retirement and pension costs will be £1.402m and will deliver on-going revenue savings of £1.435m which means that costs will be recovered within 12 months.
- 2.2 In terms of funding the severance costs the termination date of 7 October 2012 means that £0.7m of these costs can be met from savings in salary budgets in the current year. Unless other savings are identified within the financial year the balance will be met from within the Authority's revenue balances.
- 2.3 This is a prudent use of the Authorities balances as this would be a one off cost delivering long term sustainable savings.

### **3 EQUALITY & DIVERSITY IMPLICATIONS**

- 3.1 The implementation of the Fundamental Review is based on sound business and financial reasons. This rationale and evidence will be used to justify any adverse impact on equalities.

### **4 HEALTH & SAFETY IMPLICATIONS**

- 4.1 There are no health and safety implications arising directly from this report.

### **5 Service Plan Links**

- 5.1 To provide a safe competent and diverse workforce.

### **6 RECOMMENDATIONS**

- 6.1 That Members note the report and approve the revised interim structure.

### Appendix 1 Voluntary Severance Returns

Row Labels	Apply for Voluntary Severance	Applying for Redeployment	In structure Staying	Will take Compulsory	Grand Total
Bradford District	3	9	6	2	20
Calderdale District		5	3		8
Corporate Resources	15	6	92		113
Fire Safety	20	48	13	1	82
FSHQ	2	1	6		9
Human Resources	2	1	22	2	27
Kirklees District	3	6	5		14
Leeds District	2	14	7		23
Operations	1	1	7		9
Training & Development	2		12		14
Wakefield District		5	5		10
<b>Grand Total</b>	<b>50</b>	<b>96</b>	<b>178</b>	<b>5</b>	<b>329</b>



**Appendix 2 Revised Interim Establishment**

Service Delivery		Service Support		Corporate Resources		Strategic Planning		Finance		TOTALS	
EO	0	EO	0	EO	2	EO	0	EO	1	EO	3
G14	2	G14	2	G14	4	G14	0	G14	0	G14	8
G13	0	G13	0	G13	0	G13	0	G13	0	G13	0
G12	0	G12	0	G12	2	G12	0	G12	0	G12	2
G11	3	G11	1	G11	2	G11	0	G11	0	G11	6
G10	11	G10	1	G10	10	G10	0	G10	0	G10	22
G9	0	G9	4	G9	1	G9	0	G9	3	G9	8
G8	19	G8	3	G8	8	G8	0	G8	0	G8	30
G7	7	G7	4	G7	23	G7	0	G7	1	G7	35
G6	1	G6	12	G6	9	G6	0	G6	1	G6	23
G5	22	G5	3	G5	11	G5	0	G5	3	G5	39
G4	1	G4	2	G4	5	G4	0	G4	3	G4	11
G3	33	G3	10	G3	10	G3	0	G3	0	G3	53
G2	1	G2	0	G2	3	G2	0	G2	0	G2	4
G1	0	G1	0	G1	3	G1	0	G1	0	G1	3
APP	0	APP	0	APP	1	APP	0	APP	0	APP	1
<b>Total</b>	<b>100</b>	<b>Total</b>	<b>42</b>	<b>Total</b>	<b>93</b>	<b>Total</b>	<b>0</b>	<b>Total</b>	<b>12</b>	<b>Total</b>	<b>246</b>

<b>WYFRA</b>	<b>HR COMMITTEE</b>	<b>6<sup>th</sup> JULY 2012</b>	<b>ITEM No 8</b>
--------------	---------------------	---------------------------------	----------------------

**REPORT OF:** Director of Human Resources

**PURPOSE OF REPORT:** To request approval of Performance Improvement Policy (Grey book)

**RECOMMENDATIONS:** That the report is approved

---

#### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT DETAILS**

**EXEMPTION CATEGORY:**

**ACCESS CONTACT OFFICER:** Christine Cooper, Human Resources Manager  
01274 655741

**BACKGROUND PAPERS OPEN TO INSPECTION:**

Performance Improvement Procedure (ESNFG007)

**SUMMARY**

The policy is an update and amendment to the current Grey book Performance Improvement Procedure which introduces an informal stage of the process.

## **1 BACKGROUND AND INFORMATION**

- 1.1 The current Performance Improvement Procedure was introduced in 2007 and at this time was used as a guidance document for managers.
- 1.2 Managers have worked closely with the representative bodies in putting the guidance into practise over the last five years. As there have not been any major issues with the procedure from either management or the unions, it was agreed that the procedure should be transferred into a policy. The representative bodies wanted an informal stage adding and other minor changes have also been made.
- 1.3 The attached policy outlines the process managers should follow if they feel they have a member of staff who is not performing to the required standard. It details the stages of the process, when it should be used and what should happen at each stage of the process.
- 1.4 Management met with the representative bodies on three occasions to agree changes to the policy. Consequently, full consultation and agreement has been reached with the representative bodies.

## **2 FINANCIAL IMPLICATIONS**

- 2.1 There are no financial implications arising from this report.

## **3 EQUALITY & DIVERSITY IMPLICATIONS**

- 3.1 All equality and diversity implications have been included in the policy.

## **4 HEALTH & SAFETY IMPLICATIONS**

- 4.1 There are no health and safety implications arising from this report.

## **5 SERVICE PLAN LINKS**

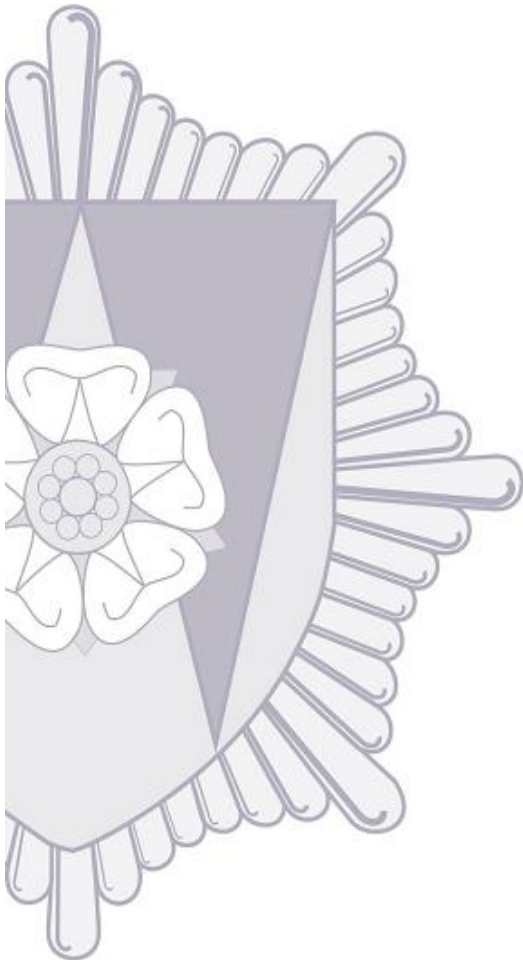
- 5.1 To provide a safe, competent and diverse workforce

## **6 RECOMMENDATIONS**

- 6.1 That the policy is approved.

**Employment Services Policy**  
**Performance Improvement Policy**

**Grey**



West Yorkshire Fire & Rescue Service

Oakroyd Hall

Birkenshaw

Bradford

BD11 2DY

Date Issued: 01/07/2012  
Ref: ES-POL038

Review Date: 01/07/2014  
Version :1.0

***PREVENTING PROTECTING RESPONDING***

[www.westyorksfire.gov.uk](http://www.westyorksfire.gov.uk)

Page 1 of 5

# West Yorkshire Fire & Rescue Authority

## 1. Introduction

The purpose of this policy is to give guidance to line managers when employees have been identified as failing to meet satisfactory performance standards.

## 2. Background

West Yorkshire Fire and Rescue Service endeavours to ensure that all employees are adequately trained and competent to undertake their duties.

Where an employee's performance of duties in their post is giving cause for concern the situation should be investigated and action taken in consultation with the employee and in accordance with this guidance. Performance is defined as skill, aptitude, qualifications, attitude and mental or physical qualities.

Where line managers have identified issues related to performance or competency they may withhold their approval for an individual to attend a promotion process and/or the payment of Continual Professional Development (CPD).

This policy does not affect the responsibility of line managers to supervise staff on a day-to-day basis to ensure that standards are maintained and poor performance is challenged.

If a line manager has concerns over an employee's performance to the extent that it is felt CPD may not be awarded or may not be renewed, he/she should use this policy to give the employee every opportunity to reach the required level of performance before sanctions are applied.

This policy is for line managers of all employees covered by the National Joint Councils, Scheme of Conditions of Service, specifically the NJC Joint Circular 15/07 (Grey Book).

## 3. Stages of the Procedure

The framework is built around four key stages: -

The Informal Stage takes the form of an informal discussion with the line manager (minimum level Crew Manager). Managers should consider issuing an Informal Discussion memo (ESLET013).

Formal Stage 1 is to be used where previous informal support and action has not resolved the unsatisfactory performance. Line managers (at Watch Manager and above) should issue a Performance Improvement Action Plan (PIAP) (ESFRM212).

Formal Stage 2 is to be used when the employee's unsatisfactory performance continues. Stage 2 should be resolved by the application and monitoring of another appropriate PIAP.

Formal Stage 3 is the final stage to be used when an employee has failed to meet the standards of the Stage 2 PIAP and their unsatisfactory performance continues.

Following completion of all four stages, it may be necessary to undertake further action using the discipline procedure.

## 4. Informal Stage

This is the first stage of the process which should take the form of an informal discussion between the line manager and the employee. The line manager will speak to the employee at the earliest

***PREVENTING PROTECTING RESPONDING***

[www.westyorkshire.gov.uk](http://www.westyorkshire.gov.uk)

Page 2 of 5

## **Employment Services - Performance Improvement Policy**

opportunity about their performance and put it in writing, although it would not form part of the formal disciplinary record.

The line manager should ensure that the employee is clear about the expected outcomes, offer training and support where required and agree objectives and timescales for improvement.

### **5. Formal Stage One**

If there has been no improvement in the employee's performance as a result of the informal stage, then the line manager should consider moving onto the formal stage.

The line manager should inform the employee in writing (ESLET014) that they will be interviewed as part of the formal Stage 1 process within a reasonable timescale and that they will be provided with clear details (including examples) of where performance has been identified as unsatisfactory. The employee should be advised that they will be given the opportunity during the interview to discuss the reasons for poor performance. Line managers should always explore the possibility that personal circumstances are causing the poor performance. The employee may be accompanied to the interview by a trade union representative or a work colleague.

Where appropriate the line manager and employee should agree a specific Performance Improvement Action Plan (PIAP). The purpose of the agreed action plan should be to make the employee aware of the standard to be achieved and set a realistic timescale for completion. All staff involved should be fully briefed on their part of the action plan and agree an appropriate method of monitoring. This should include:

- The performance problem,
- The improvement that is required,
- The timescales for achieving this improvement,
- A review date, and
- Any support the employer will provide to assist the employee.

Once the PIAP is agreed this should be placed on the PRF and a copy issued to the employee. Managers should remind employees that if performance is not improved it may affect their future CPD payments and approval to attend a promotion process may be withheld.

If it is identified or suspected that the unsatisfactory performance is due to an identifiable or suspected physical or mental condition, the line manager may, after seeking advice from Human Resources, refer the matter to the Authority Medical Adviser (AMA) for an opinion on the condition and request a prognosis as to the duration and rehabilitation if required. The duties under the Equality Act 2010 in relation to disability may need to be taken into account.

If the AMA identifies an illness, injury or other physical or mental cause for the unsatisfactory performance of the employee, which is short term in nature, the line manager should put the PIAP on hold until the medical issue has been identified, especially if the medical condition is disability related

If the AMA does not identify an illness, injury or other physical or mental cause for the unsatisfactory performance of the employee then the line manager should include this information on the PRF and continue to complete the PIAP.

After the agreed completion date a further interview should be held with the employee to review performance. The employee may be accompanied to the interview by a trade union representative or a work colleague.

If the requirements of the PIAP have been satisfied and the employee's performance is deemed to be satisfactory the employee should be informed at the interview and in writing that this has been concluded. A copy of this letter should be placed on the employee's PRF (ESLET018).

## **Employment Services - Performance Improvement Policy**

If the requirements of the PIAP have not been satisfied and the employee's performance is deemed to be unsatisfactory, consideration may be given to the extension of the PIAP or an alternative PIAP may be drawn up dependent upon the circumstances. The employee should be informed personally and in writing of any proposed action (ESLET014A). During this process the employee may be accompanied by a union representative or work colleague. A copy of this letter should be placed on the employee's PRF.

If the employee does not achieve satisfactory completion of the PIAP or there are further instances of unsatisfactory performance, the line manager should move to Stage 2.

### **6. Formal Stage Two**

If the employee has failed to improve performance or to meet the standards of the Stage 1 PIAP or further poor performance is identified then Stage 2 should be applied.

The line manager should inform the employee in writing (ESLET015) that they will be interviewed as part of the Stage 2 process within a reasonable timescale and that they will be provided with clear details (including examples) of where performance has been identified as unsatisfactory. The employee should be advised that they will be given the opportunity during the interview to discuss the reasons for poor performance. Line managers should always explore the possibility that personal circumstances or disability related issues are causing the poor performance. The employee may be accompanied to the interview by a trade union representative or a work colleague.

The line manager and employee should agree a specific PIAP as detailed in Stage 1.

Once the PIAP is agreed this should be placed on their PRF and a copy given to the employee. Managers should remind employees that if performance is not improved it may affect their future CPD payments and approval to attend a promotion process.

After the agreed completion date a further interview should be held with the employee to review performance. The employee may be accompanied to the interview by a trade union representative or a work colleague.

If the requirements of the PIAP have been satisfied and the employee's performance is deemed to be satisfactory the employee should be informed at the interview and in writing that this has been concluded. A copy of this letter should be placed on the employee's PRF (ESLET018).

If the requirements of the PIAP have not been satisfied and the employee's performance is deemed to be unsatisfactory, consideration may be given to the extension of the PIAP or an alternative PIAP may be drawn up dependent upon the circumstances. The employee should be informed personally and in writing of any proposed action (ESLET015A). During this process the employee may be accompanied by a union representative or work colleague. A copy of this letter should be placed on the employee's PRF.

Where the employee has failed to meet the requirements of Stage 2 then the third and final stage, should be followed.

### **7. Formal Stage Three**

If an employee has failed to improve performance or meet the standards of the Stage 2 PIAP then Stage 3 should be applied.

The line manager should inform the employee in writing (ESLET016) within a reasonable timescale that they will be interviewed as part of the Stage 3 process and that they will be provided with clear details (including examples) of where performance has been identified as unsatisfactory. The employee should be advised that they will be given the opportunity during the interview to state their

## Employment Services - Performance Improvement Policy

point of view. The employee may be accompanied to the interview by a trade union representative or a work colleague.

At this stage, if performance remains unsatisfactory, the employee should be given the stage 3 letter (ESLET016A) outlining the consequences of failure to improve.

If there are additional reasons or new information is presented this should be assessed and where necessary a revised PIAP should be agreed.

Line managers should remind employees that if performance is not improved it may affect their future CPD payments and approval to attend a promotion process may be withheld.

If the requirements of the PIAP have been satisfied and the employee's performance is deemed to be satisfactory the employee should be informed at the interview and in writing that this has been concluded. A copy of this letter should be placed on the employee's PRF (ESLET018).

If all stages have failed to assist the employee to improve and all options have been exhausted the next step may be the use of the discipline procedure. If this is the case the employee should be informed in writing and a copy of this letter should be placed on the employee's PRF (ESLET017).




If the line manager has decided that, following completion of all stages that the CPD payment should not be awarded, the employee should be informed in writing within a reasonable timescale. A copy of this letter should be placed on the employee's PRF (using Appendix 1 of the CPD implementation guidance for manager's document). An employee is entitled to raise the decision not to award or continue the payment through the grievance procedure.

The employee has the right to appeal the decision to move to discipline via the grievance procedure.

### Full List of Letters & Forms

Performance Improvement Action Plan Form	- ESFRM212
Performance Improvement - Record of Informal Discussion	- ESLET013
Performance Improvement - Invite to Meeting - Stage 1	- ESLET014
Performance Improvement - Meeting Outcome - Stage 1	- ESLET014A
Performance Improvement - Invite to Meeting - Stage 2	- ESLET015
Performance Improvement - Meeting Outcome - Stage 2	- ESLET015A
Performance Improvement - Invite to Meeting - Stage 3	- ESLET016
Performance Improvement - Meeting Outcome - Stage 3	- ESLET016A
Performance Improvement - Final Letter - Stage 3	- ESLET017
Performance Improvement - Satisfactory Performance	- ESLET018

### 8. Collective Agreement

Signed for WYFRS	Signed for FBU	Signed for FOA
Martyn Redfeam 	Mark Wilson  	Richard Hemmingway
Dated 26/6/12	Dated 26/6/12	Dated