

Enhanced Support Procedure

Reference: HRESP01
Version No: 1.0
Issue Date: April 2015

Document Control

Document Ref:	HRCS01	Date Created:	January 2015
Version:	1.0	Date Modified:	
Revision due	March 2018		
Author:	Jane Milone	Sign & Date:	
Head of Service:	Robert O'Reilly	Sign & Date:	
Equality Impact Assessment: (EIA)	Date undertaken:		
	Issues (if any):		

Change History

Version	Date	Description	Change ID
0.1			

Related Documents

Reference	Title	Tier
	Employee Performance Management Policy	
	Capability Procedure	



Contents

1.	Purpose	3
2.	Applicability	3
3.	Roles and Responsibilities	3
4.	Principles	3
5.	Triggering the Enhanced Support Procedure	4
6.	First meeting: starting the Enhanced support procedure	4
7.	Review of support and challenge	5
8.	Last meeting: ending the Enhanced support procedure.....	5

DRAFT

1. Purpose

- 1.1. This procedure should be used to support employees whose performance at appraisal is assessed as less than satisfactory ('under performance'), but does not meet the criteria for the formal Capability Procedure.
- 1.2. The Enhanced Support Procedure is designed to help employees whose work performance is dipping below a satisfactory level to raise their performance to be at least satisfactory. The procedure should be used in a positive way to encourage and support employees to improve their performance.

2. Applicability

- 2.1. This procedure applies to all employees of the Council (excluding teachers and school based staff).
- 2.2. This procedure has been the subject of consultation with the trade unions and has been agreed by the Chief Executive and the Personnel Committee.

3. Roles and Responsibilities

- 3.1. Overall responsibility for Employee Performance Management within WBC rests with the Chief Executive.
- 3.2. Line managers are responsible for ensuring that employee performance is appraised on an annual basis, in line with the Council's [Employee Performance Management \(Appraisal\) Policy](#).
- 3.3. Line managers are responsible for determining a performance grade as part of the annual review of performance.
- 3.4. Line managers are responsible for implementing the Enhanced Support Procedure for employees whose performance is judged at appraisal to fall below a satisfactory level, but which is not judged to require the formal Capability Procedure. This will be as a result of achieving a grade of 2 at appraisal ('under performance')
- 3.5. Employees are responsible for taking advantage of the support offered by this procedure to improve their work performance.

4. Principles

- 4.1. Employees on this procedure will be working satisfactorily or better in some aspects of their job. Managers and employees should reflect on these positive experiences when considering how to tackle areas which are less than satisfactory.
- 4.2. Normal performance management processes, in the form of one-to-one meetings and six-month review meetings, should continue during the period of support and challenge. These meetings may be extended to review progress under the procedure as well as to discuss the work programme.
- 4.3. This use of this procedure does not ultimately lead to dismissal. There is therefore no requirement to allow an employee on the procedure to be accompanied by a trade union representative or work colleague at any meetings between the line manager and the employee. The line manager has the discretion to allow the

employee to be accompanied at a meeting if this is requested. HR can advise on this.

5. Triggering the Enhanced Support Procedure

- 5.1. At the annual appraisal meeting, the line manager will consider all the evidence about the employee's performance over the past year, including achievements at work and competencies demonstrated, and allocate an overall performance grade of 1-5 (definitions are set out in the Employee Performance Management Procedure).
- 5.2. An employee whose appraisal grade is 2 (underperformance) will be provided with a programme of enhanced support in line with this procedure, and will not receive an incremental pay increase or other performance reward that year, for a period of up to one year. However, if performance at the six-month review is judged to have improved sufficiently to achieve a grade 3 or above, any withheld increment may be reinstated for the remainder of the year.
- 5.3. An employee whose appraisal grade is 1 (unsatisfactory) will not receive an incremental pay increase or other performance reward that year, and will be subject to the formal capability procedure.
- 5.4. Where an incremental increase is withheld for underperformance there will be no 'double increment' on the next 1st April to compensate, even where the new performance grade is 3 or above.

6. First meeting: starting the Enhanced Support Procedure

- 6.1. The manager will arrange to meet the employee following the appraisal meeting to discuss the aspects of performance that require improvement to reach a satisfactory level and the support that will be offered.
- 6.2. The employee should be given reasonable notice and be informed of the purpose of the meeting, and be provided with a copy of this procedure.
- 6.3. At the meeting the following areas should be covered in the discussion;
 - 6.3.1. Clarify the areas where performance is currently satisfactory or good, and those which fall below satisfactory (including on the WBC competency standards), so that both the employee and the manager are clear on the focus of the enhanced support process;
 - 6.3.2. Identify the level of performance required in each area that requires improvement, giving examples and measures (quantitative or qualitative), where possible, of what satisfactory performance will look like;
 - 6.3.3. Explore the possible reasons for the less than satisfactory performance. Where this may be due to ill health or disability, the line manager should seek advice from HR and occupational health before proceeding.
 - 6.3.4. Consider support mechanisms specific to the areas of underperformance, such as external or internal training, shadowing a high performing colleague, reading, coaching by the line manager or another manager, closer supervision, review of systems of work or use of technology, etc. The manager will make the final decision on the support to be provided after taking account of the employee's views;

- 6.3.5. Define a reasonable time after which a satisfactory level of performance is expected to be achieved. This will normally be the period ending with the next appraisal; it should not be longer than a year. However, if performance during this period declines significantly the manager may decide to invoke the Capability Procedure before the end of the year.
- 6.3.6. Draw up a programme to include the nature of the support to be provided, how progress and support will be reviewed, how feedback will be provided to the employee, and the period for which the procedure will be in place.
- 6.4. It is for the manager, with input from the employee, to decide the types of activity that will best support the employee to improve his/her performance, and whether feedback will be incorporated into normal one-to-one meetings or be given at separate additional meetings.
- 6.5. The manager will confirm the details of the support programme to the employee in writing.

7. Review of support and challenge

- 7.1. The support programme should be reviewed regularly to ensure that it continues to be appropriate. This should normally take place during one-to-one or supervision meetings. After discussion with the employee, the programme may be adjusted to take account of progress or a change in focus at any point during the specified period.

8. Last meeting: ending the Enhanced Support Procedure

- 8.1. If the employee achieves and sustains a satisfactory level of performance by the end of the specified period, achieving a performance grade of 3 or above at the next appraisal, the use of the procedure will be discontinued.
- 8.2. The manager may decide to end the use of the procedure early if he/she is satisfied that a satisfactory level of performance has been achieved and is sustainable. The manager will inform the employee in writing that the use of the procedure is at an end.
- 8.3. If performance during the specified period declines significantly the manager may decide to invoke the Capability Procedure before the end of the year.
- 8.4. If the employee fails to achieve and sustain a satisfactory level of performance, sufficient to achieve a performance grade of 3 at the next appraisal, but not poor enough for a performance grade of 1, the enhanced support process will continue. The manager will seek advice from HR about alternative approaches to help improve performance.
- 8.5. When the Enhanced Support Procedure has been successful because performance has improved the manager should invite the employee to a meeting to confirm that the procedure has ended and to discuss how the employee can sustain a satisfactory level of performance. This will be confirmed in writing.