

Guidance

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LU performance management guidance

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1 Purpose

The purpose of this guidance is to support managers in addressing performance issues with their employees

2 Scope

This guidance applies to all people managers within LU.

3 Guidance

Where performance of an employee requires improvement, managers must immediately discuss the matter with the employee.

When a manager feels that an employee needs to improve his/her performance, the following should take place:

- Give continuous constructive feedback to the employee
- Note any actions from these conversations and review them regularly.

Feedback is essential:

- At any time when the performance or behaviour was observed, or as soon as possible afterwards
- When development or improvement in performance is required, and
- To recognise good performance.

You must not wait for the P&D conversation to raise any performance issues / concerns as this should be done as soon as you are aware of any performance issues. However, you should use the formal P&D conversations to consolidate all the improvement conversations you have had with the employee throughout the year and ensure the details are recorded.

The following is guidance for situations when a manager may need to have discussions and provide feedback. If there are any questions or concerns, please seek guidance from your PMA.

For day to day performance issues:

The manager should keep notes of the conversation and encourage the employee to do so too. The manager should highlight and explain the required standards of performance. The consequences of not achieving required standards should also be explained.

When there are performance issues:

The manager should meet and discuss the situation with the employee as soon as possible. Realistic timescales for improvement, actions (including any assistance and support that could be provided by the manager) and review periods must be agreed and a record of the conversation kept.

Where the performance issues continue:

As above. In addition the manager should explain the consequence of failure to achieve standards, including the possibility of the use of a formal procedure (Discipline at Work Procedure). Again, agreed timescales and actions should be recorded by both the manager and employee.

If performance issues still continue:

Please refer to the Discipline at Work Procedure and if you have not already done so, please discuss the matter with your PMA.

4 Person accountable for the document

Name	Job title
Martin Boots	Head of Employee Relations

5 References

Document no.	Title or URL
PR1011	Discipline at Work Procedure

6 Document history

Issue no.	Date	Changes	Author
A2	July 2014	DRACCT 2970 revised title	Douglas Whitworth
A3	October 2014	DRACCT 2970 revised title	Douglas Whitworth
A4	January 2015	DRACCT 3430 revised title to make it clear it is LU guidance	Douglas Whitworth
A5	January 2017	Change no. 05438 – minor amendments	Nicola O’Callaghan