# APPENDIX 11 – STAGE ONE CHECKLIST FOR LINE MANAGER

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| Identify the performance problems, including specific examples. |  |
| Consider possible reasons for unsatisfactory performance e.g. lack of training, and possible action prior to performance management, where appropriate. |  |
| Consider whether external factors such as ill health or bullying/harassment are causing the performance problem. Use other policies such as Managing Sickness/Substance Misuse/Stress where appropriate. |  |
| If the performance problems are serious enough to warrant entering the procedure at Stage 2, liase with HR (eMBED) Advisor/Manager for guidance prior to notifying the employee. |  |
| If entering the procedure at Stage 1 then prepare – examples of the problems, clear explanation of the standards expected, possible objectives to be set and suggested forms of support to assist the employee. |  |
| Meet briefly with the employee to advise them that you will be writing to them to ask them to attend a meeting to discuss their performance – check where they want the letter sending, if it is their home, check you have their correct address. |  |
| Send a letter asking them to attend a Stage 1 meeting (see Appendix 4 for template) giving them at least 7 calendar days notice of the meeting. |  |
| Hold the meeting (see Section 1 for guidance) – depending on the employee’s response, again consider whether it is more appropriate to use other policies to manage the situation. If other factors are not relevant then agree objectives and support, and the length of the monitoring period. |  |
| Document the meeting (see Appendix 5 for template). |  |
| Meet on a regular basis to review the situation – document. |  |
| Write to the employee at least 7 calendar days prior to the review date, reminding them of the review meeting which follows the monitoring period. |  |
| Prepare for the meeting by getting feedback from any mentor/coach/supervisor that has been assigned, plus examples of where behaviour has been observed to have improved/stayed the same/deteriorated. |  |
| Hold the meeting (see Section 1.1.1 for guidance) and either continue monitoring further, take off formal monitoring, or confirm that will be moving to Stage 2 due to lack of improvement. |  |
| Document the meeting (see Appendix 6 for template). |  |
| Where the outcome is to move to Stage 2, if there is to be a change of Line Manager (not essential) both this person and the HR (eMBED)Advisor/Manager who will be involved at Stage 2 must be fully updated and provided with copies of all documentation. |  |

Note – the employee does not have the right to be accompanied at this stage of the procedure, however if they request to be accompanied, the Manager can agree to this but should point out that someone from HR (eMBED) Workforce will be present to support the Manager. The meeting will still be held under Stage 1 but will inevitably feel more formal if more than two people are there.

The following request should be made prior to any meeting: Request that all attendees turn off any electronic devises to avoid unnecessary interruptions during the meeting and advise that the CCG expressly prohibits the recording of meetings.