# APPENDIX 12 – STAGE TWO CHECKLIST FOR LINE MANAGER

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| If the performance problems are serious enough to warrant entering the procedure at Stage 2, liaise with HR (eMBED) Advisor/Manager for guidance prior to notifying the employee. Ensure have specific examples available. |  |
| If employee has been managed at Stage 1 - ensure up to date on what the performance problems are - including specific examples, the support that has been given and any improvements/deterioration during Stage 1. |  |
| Consider whether external factors such as ill health or bullying/harassment are causing/exacerbating the performance problem. Use other policies such as Management of Attendance may be instead of, or as well as, the Performance Procedure. |  |
| Agree convenient date with HR (eMBED) Advisor/Manager and send a letter to the employee asking them to attend a Stage 2 meeting (see Appendix 5 for template) giving them at least 7 calendar days notice of the meeting. |  |
| Hold the meeting (see Section 1.2 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. |  |
| If the employee is accompanied at the meeting, check if they want that person to be copied into correspondence, and if so get the appropriate address. |  |
| Document the meeting (see Appendix 8 for template) copied to representative where agreed. |  |
| Meet on a regular basis to review the situation – document. |  |
| Write to the employee (copy to HR (eMBED) at least 7 calendar days prior to the review date, reminding them of the review meeting which follows the monitoring period. If the employee was accompanied at Stage 2 then remind them to notify their representative if they wish to be accompanied again. |  |
| 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 1.2.1 for guidance) and either continue monitoring further, take off formal monitoring, or confirm that will be moving to Stage 3 due to lack of improvement. If the employee is accompanied at the meeting, check if they want the representative to be copied into the correspondence, and check have correct address. |  |
| Document the meeting (see Appendix 9 for template) – copied to representative where agreed. |  |
| Where the outcome is to move to Stage 3, there must be a change of Line Manager and HR (eMBED) Workforce input (essential) both this person and the HR (eMBED) Workforce Manager who will be involved at Stage 3 must be fully updated and provided with copies of all documentation. |  |

Note – HR (eMBED) must be at the meeting to support the Manager and the employee has the right to accompaniment.

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.