# APPENDIX 9 – EXAMPLE LETTER - OUTCOME OF STAGE 3

[headed paper]

date

STRICTLY PRIVATE & CONFIDENTIAL

Name

Address

Dear

Following our meeting on *date* I am writing to summarise the agreed actions. This meeting was a Stage 3 meeting held under the CCG’s Managing Performance Policy. Also present was *name* from Workforce, and your representative, *name*. We discussed the following concerns:

* e.g. Team Working.
* e.g. Open and Honest Communication
* [as well as outlining the difficulties in each area, document the agreed objectives, any progress made, and the support that was provided at previous stages.]
* [document any additional difficulties that have arisen, and if any additional support has been identified]

If the outcome is to continue formal monitoring -

[document the length of the monitoring period and agree how feedback will be obtained.]

[document the potential outcomes of the process]

e.g. As this is Stage 3 of the Managing Performance Procedure I will review your progress formally in four weeks. If you have achieved all of your objectives, then we will refer back to the usual Performance Appraisal system and this will conclude the process. However, if at this stage you fail to achieve improvements in the areas we identified, then a possible outcome of this process is dismissal. If this is the case, then potentially we may go on to consider whether downgrading/redeployment within the team is possible to provide you with alternative employment.

If the outcome is dismissal –

As you have not met the required standards of performance, despite the support provided to try and assist you to do so, your contract is being ended on the grounds of capability i.e. not meeting the performance requirements of your post. We then adjourned to discuss whether downgrading or redeployment would be a possibility:

If the subsequent outcome is downgrading within the directorate –

When we reconvened the meeting you were informed that an alternative post of [name of post] had been identified. If you decide to accept this offer of an alternative post, this constitutes a variation of your contract. You would be agreeing to be downgraded to the role of “…” which is currently a Band x post. Your manager will be *name* and s/he will go through your induction programme for the new role with you on *date*. As this would be an agreed variation, following dismissal from your current post, you will not be entitled to appeal against this outcome.

Please confirm to me in writing by (date) whether you wish to accept the above variation to your contract.

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If the subsequent outcome is redeployment –

When we reconvened the meeting you were informed that an alternative post of [name of post] had been identified. If you decide to accept this offer of an alternative post, this constitutes a variation of your contract. You would be agreeing to be redeployed to the role of “…” which is currently a Band x post. Your salary will change from £… to £… with effect from [date]. Your manager will be *name* and s/he will go through your induction programme for the new role with you on *date*. As this would be an agreed variation, following dismissal from your current post, you will not be entitled to appeal against this outcome.

Please confirm to me in writing by (date) whether you wish to accept the above variation to your contract.

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If the subsequent outcome is that neither Redeployment or Downgrading are suitable -

We considered the alternative options of either downgrading or redeployment, however these were not considered appropriate options for the following reasons:

[detail reasons]

You will receive a payment in respect of [number of days] outstanding annual leave, and x weeks’ pay in lieu of notice.

Would you make arrangements for the return of any CCG property in the form of keys, IT equipment, ID Badge etc. In this respect, please contact [name of line manager and their contact number]. At the same time, please advise [name of manager] of any personal possessions that you wish to reclaim.

You have the right of appeal against this decision to dismiss you on the grounds of capability. In the event of wishing to exercise this option, you must write to XXXX, within 21 days of the date of this letter.

I trust you agree that the above is an accurate summary of our meeting, if you disagree then please let me know as soon as possible.

Yours sincerely

Name

Title

Cc: Name, HR (eMBED) Representative

Name, (Union) Representative