

SLOUGH BAPTIST CHURCH POLICY	Poor Performance Policy
POLICY NUMBER: SBCP-27	



Primary Responsibility:	Secretary
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DISTRIBUTION

Original	Slough Baptist Church Office
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1. Purpose and Scope

The purpose of this policy is to ensure that the Church manages the performance of employees in a manner that is effective and fair. It therefore tries to establish an atmosphere in which poor performance issues can be discussed and resolved early.

Aspects of performance, which may concern Managers / Supervisors include work output, standard of work, standards of behaviour, appearance and attitudes.

2. Principles

The Poor Performance Policy fully endorses and supports that all employees are recognised as professional and responsible for their own actions and personal contribution to the Church. Wherever possible, corrective action should be taken on an informal basis before resorting to the Disciplinary Procedure (SBCP-06). It should be especially noted that all matters relating to non-attendance should consider the Managing Absences Policy (SBCP-24). At all times, the objective of the Poor Performance Policy is to actively encourage all employees to maintain the highest standards in every aspect of employment and apply managerial consistency and fairness in any disciplinary decision.

The Poor Performance process should not be viewed primarily as a means of imposing sanctions. It should be viewed as an educational tool or deterrent, and not purely as a punitive measure. It is intended to encourage all employees to achieve and maintain standards of job performance. It allows an employee to understand the reasons for the action and to subsequently improve their job performance and capability. The implications of poor performance can be enormous. It is therefore important that this process is as professional and positive an experience as possible for all concerned, and in doing so ensure the following:

- All employees feel that they have been dealt with fairly and consistently;
- All employees possess a positive image of Slough Baptist Church;
- All employees gain a clear understanding of their role, the procedure and what will be expected of them.

No poor performance action will be instigated against an employee (if identified as a capability issue) without seeking to resolve it informally first (i.e. where the poor performance is not due to misconduct / negligence or lack of application).

It is a pre-requisite for dealing with poor performance that employees should be clear as to the performance standards expected of them and should have received appropriate training for the role.

For all formal meetings, the employee has the right to be accompanied as set out in the Church's Disciplinary Procedure (SBCP-06).

So far as possible, account should be taken of the employee's work record, the employee's position, length of service, the sanction imposed (if appropriate) in previous similar cases and any other special / extenuating circumstances. It is a prerequisite for dealing with poor performance that employees should be clear as to the performance standards expected of them. It is vital that individual members of staff understand their job roles.

3. Disciplinary Procedure

Where an employee's performance is unacceptable, their line manager will informally discuss the issue with them to try and establish the reason.

Should the interview establish that the performance problems are related to the employee's personal life or working relationships, any need for assistance will be identified. Should it emerge that the poor performance emanates from a change in the Church's procedures, those procedures will be explained to the employee and help will be offered to comply.

If the poor performance persists, or it becomes apparent that the poor performance constitutes misconduct, i.e. 'will not do' rather than 'cannot do', the Disciplinary Procedure (SBCP-06) should be followed.

During each stage of the Disciplinary Procedure, the line manager will seek to:

1. Explain the shortfall between the employee's performance and the required standard.
2. Identify the cause of the poor performance, and determine remedial action (e.g. training, support, etc.). This will include a planned course of action by the manager.
3. Obtain the employee's commitment to reaching that standard.
4. Set a reasonable period for the employee to reach that standard.
5. Agree on a monitoring system during that period.
6. Inform the employee what will happen if the standard is not met.