

**PERFORMANCE IMPROVEMENT PROCEDURE**

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**4.3** The Student Complaints Procedure

### **5.0 PROCEDURE**

**5.1** The decision to initiate the procedure will come as a result of an investigation, which may be by way of the University's Disciplinary Procedure (4.1), Grievance Procedure (4.2), Students Complaint Procedure (4.3) or some informal mechanism, e.g. through the line manager of the individual concerned.

**5.2** As soon as the Dean / Director / Head forms the view that the procedure might be appropriate, sh/e will inform the member of staff concerned in writing and will advise him/her clearly of the nature of the concerns or, if this has already been done, e.g. as part of an investigation (4.1, 4.2, 4.3), the options of using the performance improvement procedure instead of progressing to

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procedures to be followed and the desired outcomes. The activities to be undertaken will vary from case to case but the following are examples of possible options:

- Assistance in preparation of lectures
- Observation of lectures
- Peer review
- Team teaching
- Pursuit of a relevant qualification/course of study
- Visits to other departments/institutions
- Counselling
- Change in timetable
- Change in function
- Change in supervision
- Shadowing

**5.8** The member of staff has seven (7) calendar days in which to sign and return the written agreement to the Dean / Director / Head.

**5.9** The procedure will normally last for an appropriate time as specified in the programme agreement, the minimum being three months, but may be extended if there are exceptional circumstances, e.g. an intervening illness. During that time all of the parties will meet initially on a monthly basis to review progress or otherwise, and then by agreement.

**5.10** It is expected that the performance issues will have been satisfactorily addressed by the end of the period covering the programme contract. If the member of staff does not participate positively at any stage, or if at the end of the period the necessary improvements have not been achieved, the Dean /Director / Head may initiate the formal stages of the disciplinary procedure.

**5.11** Given the nature of the performance improvement process, an appeal process would not be in keeping with the spirit of support and mutual co-operation required for the effective implementation of the process, and therefore is deemed inappropriate for this procedure. The procedure is not a disciplinary process, and individuals do have the choice of whether to participate in it or not. It is an option that allows the individual to address performance issues to prevent the initiation of the disciplinary procedure.

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positive and mutual intention, namely to identify and achieve the desired improvements by providing appropriate guidance and support.