

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 that may legitimately concern line managers 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 noted that all matters relating to non-attendance should consider the Managing Absences Policy (SBCP-24). The objective of the Poor Performance Policy is to actively encourage 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. It is vital that individual members of staff understand their job roles, and therefore the line manager should ensure that any permanent changes to the role are clearly and formally recorded in a timely manner.

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 in previous similar cases and any other extenuating circumstances.

3. 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.

Otherwise, 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.

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.