

Key Considerations When Managing Employee Performance

Considering the causes of underperformance and the support already provided can help employers choose a fair and effective approach.



Clear Expectations

Check that the employee understands what their role requires and how their performance will be assessed. Objectives should be clear, realistic and measurable.



Capability or Conduct?

Establish whether the employee cannot meet the required standard or is capable but unwilling to do so. Capability and misconduct issues may require different procedures.



Evidence of Underperformance

Gather examples, performance records, customer feedback or other relevant information. Employers should be able to explain clearly where performance falls below the required standard.



Informal Support

Consider whether coaching, clearer instructions, additional resources or training could resolve the issue before formal action begins.



Performance Improvement Plan

Where appropriate, set specific objectives, a reasonable timeframe and clear review dates. The employee should understand both the improvements required and the potential consequences if they are not achieved.



Disability and Health

Consider whether a health condition or disability may be contributing to the performance concern. Reasonable adjustments may be required before formal capability action is taken.

-  **Consistency**
Review how similar performance issues have previously been managed. Employers should apply procedures consistently while still considering each employee's individual circumstances.
-  **Regular Reviews**
Hold appropriate review meetings and provide clear feedback on progress. Records should show both areas of improvement and any continuing concerns.
-  **Alternative Roles**
Consider whether another suitable role or adjustment to duties could provide a workable alternative where the employee cannot meet the requirements of their current position.
-  **Dismissal as a Last Resort**
Capability dismissal should generally follow appropriate support and a fair procedure. Employers should be able to demonstrate the performance concerns and the steps taken to help the employee improve.



Chester Office
Knights Court
1 Weaver Street
Chester, Cheshire
CH1 2BQ
01244 354 800



Liverpool Office
3rd Floor
No. 4 St Paul's Square
Liverpool
L3 9SJ
0151 321 0000