Standards, Performance and Attendance Policy

1. Purpose

Monitor’s Standards, Performance and Attendance Policy (the Policy) describes the standard of conduct required of people working for Monitor on and/or off Monitor’s premises. It is designed to promote fairness and consistency within Monitor. It is not exhaustive but is intended to provide a number of important examples that reflect the standards of behaviour required.

This Policy supersedes the Code of Conduct and the Attendance and Absence Policy. Any references to the Code of Conduct in Monitor’s documents shall be deemed to refer to this Policy.

2. Scope

This Policy applies equally to full time and part time employees on a substantive or fixed-term contract and those employed under a contract of service.

3. Standards of conduct

Please read the Policy and apply it, as appropriate, in everything that you do for or on behalf of Monitor.

Monitor will respond appropriately to any behaviour, including poor performance and poor attendance, which is inconsistent with this Policy. The Discipline Policy procedures, whether formal or informal, may be invoked where there is evidence of misconduct and/or gross misconduct. Please see the Discipline Policy for further information.

The following are examples of the required standards of conduct.

You must:

3.1 have read and understood your contract of employment, or contract of service;

3.2 read and comply with all Monitor’s policies, as may be updated from time to time;

3.3 devote your whole working time to your duties (unless specified otherwise in your contract);

3.4 carry out faithfully and diligently your duties as prescribed in your contract of employment and other duties commensurate with your position as may reasonably be assigned to you from time to time (see further under Performance below);
3.5 use your best endeavours to promote the best interests of Monitor and not to willingly permit to be done anything which is harmful to those interests;

3.6 agree annual holiday dates and time off in advance with your line manager;

3.7 notify Human Resources of any changes regarding contact details (including emergency details), marital status and dependants, qualifications, driving licence criminal charges and/or convictions or other personal details at the earliest opportunity;

3.8 follow all reasonable instructions given by those supervising or managing your activities and/or area of work;

3.9 comply with all of Monitor’s health & safety and security notices;

3.10 use any equipment provided to you solely in the performance of your duties;

3.11 report any injury or accident to the Office/Facilities Manager using the Accident Book as soon as possible. This is a statutory obligation. Failure to report an accident can lead to criminal prosecution as well as loss of industrial injury benefits;

3.12 inform your line manager before 10 o’clock if you are unable to come in to work and not be absent without permission, see Attendance and Absence below;

3.13 co-operate with the building’s security staff to ensure the safety and security of Monitor’s staff, premises and property;

3.14 not smoke in the building at any time. Smoking at the entrances and exits to the building is actively discouraged;

3.15 report any loss or damage to personal or Monitor property to your line manager. Please also contact your line manager if such items reappear or are repaired;

3.16 always be courteous towards other staff and visitors;

3.17 return all property belonging to Monitor on or before the last date of employment, unless alternative arrangements have been previously agreed.

4. Poor Time Keeping

Poor time keeping is not acceptable and may lead to the Discipline Policy being invoked.

You must make every effort to explain your absence. If it is due to a domestic, personal or work-related problem you must explain this as soon as possible to your line manager. These situations will be dealt with sensitively.
5. **Performance**

Continued employment at Monitor is dependent upon you maintaining an acceptable standard of performance. You must deliver your day to day work, as outlined in your job description, and those objectives described in your performance management documentation (see also Monitor’s *Pay and Grading Framework*) in a timely and professional manner.

Any deterioration in the quality of your work or any performance which falls below the expected standard will be regarded as poor performance and will be managed in accordance with Monitor’s pay and grading and performance management framework. The main objective of the poor performance procedure is corrective rather than punitive, with the aim of helping you to reach and/or maintain the required standard of performance.

You are encouraged to discuss performance standards and targets and any anticipated failure to meet them early and openly with your line managers and/or other senior managers.

When specific performance standards or targets are to be set there will be consultation with you, and your line manager will try to reach agreement with you. If agreement cannot be reached but the standard is felt to be fair then Monitor reserves the right to impose it.

Specific training will be considered by Monitor if you feel that it is difficult or impossible for you to meet the standard or target set without it.

Please note that Monitor reserves the right to revise performance standards or targets as it sees fit at any time.

If poor performance is due to a domestic, personal or work-related problem you must explain this as soon as possible to your line manager. These situations will be dealt with sensitively.

With the exception of such special circumstances, Monitor will deal with poor performance according to the following procedure:

5.1 **Verbal warnings**

You will be interviewed by your line manager, who will specify how your performance has failed to meet the performance standards or targets set, to ascertain the reasons for this failure and to ensure that you fully understand the performance standards or targets that you are expected to reach. You may then be set a review period during which you should meet the performance standards or targets.

Once your poor performance has been drawn to your attention, the responsibility to improve that performance is yours.

To assist your improvement Monitor will provide additional training, coaching and support as are reasonably considered necessary.

If, at the end of the specified period, your performance has not improved, you may be given further verbal warnings. The number of verbal warnings is a matter for Monitor’s discretion.
5.2 Formal written warning

Where verbal warning(s), fail to produce sufficient improvement, your line manager, in conjunction with Human Resources, may issue a formal written warning.

This will state:

- that your performance is unacceptable;
- the areas of weakness where improvement is required;
- the time period in which you will be expected to show and sustain such improvement;
- how you will be monitored and by whom; and,
- that, in the event of insufficient improvement, you may be dismissed.

Failure to attain and/or maintain the required performance standards or targets after a written warning may justify dismissal with or without notice or payment in lieu of notice.

Before a dismissal decision is taken your line manager will consider whether your failure to achieve the required performance standards or targets has come about despite your best efforts to achieve them. If so, your line manager may consider whether it is possible to offer you the option of redeployment and/or downgrading should there be a suitable vacancy. Any redeployment or downgrading will be on the contract terms appropriate for the post.

At all stages of the procedure you have the right to be accompanied by a colleague or trade union official.

Please note that wilful failure to meet performance standards or targets will be treated as misconduct and dealt with under Monitor's Discipline Policy, where applicable.

5.3 Appeal

Should you receive a written warning or be dismissed under the poor performance procedure, you may appeal by informing Human Resources of the grounds for your appeal in writing, and be made within 5 working days of receiving written notification of the warning or dismissal.

A formal written warning and, if appropriate, the result of any appeal shall remain on your Human Resources file for a period of twelve months from the date of issue.

Please note that, exceptionally, very serious failure to meet performance standards or targets may lead to dismissal without oral and/or written warnings having been given.

6. Attendance and Absence

Authorised absence
Where a line manager or appropriate person has been informed that you are unfit or unable to attend work, this will be considered an authorised absence.
Unauthorised absence
Where you are not present at work, either in the place of work, or, at the time expected, without the consent of your line manager, this will be considered an unauthorised absence.

Line managers, in conjunction with Human Resources, must:

- monitor levels of attendance of staff,
- keep any medical issue or diagnosis in confidence,
- ensure that certificates and attendance records are retained, and
- take appropriate action to remedy attendance or absence where necessary.

You must:

- be available for work at the agreed time
- report any absence by 10 o’clock on the first working day of incapacity and in particular:
  - provide a reason for your absence (if appropriate, a medical diagnosis) and so far as practicable, the likely length of your absence;
  - supply the necessary certification promptly - absences of 7 calendar days or less require a self-certificate form, available on Monitor’s intranet, and absences of more than 7 days require a medical certificate to be provided as soon as possible after the seventh day of absence. You must provide further doctor’s certificates to Monitor as necessary to cover the full period of your continued absence. Any failure to comply with the notification requirements may affect your entitlement to sick pay and may lead to disciplinary action being taken against you;
  - ensure your line manager/other colleague is fully aware of all outstanding work requiring attention;
  - where long term absence is envisaged, keep your line manager regularly informed of the situation and of the expected date and time of your return to work.

You may be required during or after any period of absence from work due to sickness or injury to undergo a medical examination by a doctor of Monitor’s choice, the cost of which will be borne by Monitor. If so, you must authorise the doctor to disclose the results of the examination to Monitor and to discuss any matters arising from the examination with Monitor.

6.1 Poor attendance

Continued employment at Monitor is dependent upon you maintaining an acceptable standard of attendance.

You are required to work your contractual hours. However, Monitor recognises that circumstances or illness may sometimes prevent the fulfilment of this obligation.

If poor attendance is due to a domestic, personal or work-related problem you must explain this as soon as possible to your line manager. These situations will be dealt with sensitively.
With the exception of such special circumstances, Monitor will deal with poor attendance according to the following procedure:

6.1.1 Verbal warning
If short term absence is persistent, or a pattern is established, this will be discussed between your line manager and Human Resources. If it is agreed that there is an attendance problem, the appropriate action will be taken in the form of a return to work interview between you and the line manager at which the problem will be highlighted. You will be warned verbally that the level of absence is not acceptable. A review period of up to 12 months will be set during which your absence will be closely monitored. Your line manager may also at this or any other stage seek your permission to write to your GP to assist in deciding whether there is an underlying health or work-related problem. This meeting and any actions will be recorded on your Human Resources file for a period of six months from the date of issue.

Once your poor attendance has been drawn to your attention, the responsibility to improve that attendance is yours.

If, at the end of the specified period, your attendance has not improved, you may be given further verbal warnings. The number of verbal warnings is a matter for Monitor’s discretion.

6.1.2 Formal written warning
If there is insufficient improvement in attendance within the next 12 months, a formal interview will be arranged with you, your line manager and also Human Resources. You have the right to be accompanied by a colleague or trade union official.

During the meeting the reasons for your absence will be investigated and, if appropriate, a formal warning will be issued stating that the level of absence is not acceptable and may ultimately lead to dismissal. After this meeting you will receive a letter confirming that your attendance will be monitored closely and that insufficient improvement in your attendance within the next 12 months may lead to further action.

If there is further insufficient improvement in attendance a formal meeting will be arranged between you, your line manager and Human Resources to decide whether to continue with employment. You will be informed of this meeting in advance. Please note that the meeting may result in your dismissal. You may bring to the meeting any information (medical or otherwise) which may be of assistance in deciding the appropriate course of action. You have the right to be accompanied by a colleague or trade union official.

If, as a result of the meeting, it is decided that future good attendance is uncertain, you may be dismissed on grounds of capability to carry out your job. Dismissal may take place immediately and pay granted in lieu of notice.

You may appeal against dismissal as described at 5.3 above.
6.2 Illness

Whether you are ill on a short or long term basis, you must explain this as soon as possible to your line manager. Your line manager will deal with illness sensitively.

In all cases of illness absence, Monitor expects that you will do everything possible to facilitate a speedy return to work. While absent, Monitor would not expect you to undertake any employment elsewhere or to participate in any activity which is inconsistent with the nature of your illness (e.g. sports or social activities or home improvements).

6.2.1 Occupational health

Where your health problems are impacting on your ability to work, Monitor may refer you to an occupational health provider. Before any action is taken, Human Resources will discuss this with you.

If you refuse to attend, your line manager will decide on the appropriate course of action from the information available.

6.2.2 Long term ill health or injury

Dealing with long term ill health or injury will depend on the circumstances in every case.

Human Resources will make regular contact as and when appropriate throughout your absence. Where possible you should indicate when you will return to work.

The following procedure is a guideline and may vary according to circumstances:

**Two Months**

If no return to work is imminent, permission may be sought by Human Resources to approach your GP to ascertain the nature of your problem, the prognosis and likely length of absence.

**Four Months**

You will be contacted to discuss your condition and to follow up on the two month stage.

**Five Months**

Human Resources may obtain a further medical report from your GP, requesting information about the prognosis and earliest likely return to work date.

**Six Months**

An appointment may be made for you to attend a meeting with your line manager and Human Resources. You will be informed of this meeting in advance, and where the prognosis is uncertain you will be made aware that the meeting may result in your dismissal. You may bring to the meeting any information (medical or otherwise) which may be of assistance in deciding the appropriate course of action. You have the right to be accompanied by a colleague or trade union official.

Monitor reserves the right to dismiss you on grounds of ill health. Any decision
shall consider:

- the medical evidence as to the nature of your illness and the likely length of your absence;
- the likelihood of the illness recurring or other illness arising;
- the impact of the absence on your colleagues;
- for Monitor’s business purposes, the urgency of the need to replace you;
- your length of service; and
- the possibility of alternative employment for you.

You may appeal against dismissal as described at 5.3 above.

6.2.3 Rehabilitation
Where you have suffered a period of ill health, a flexible return to work may be considered. You must discuss this with Human Resources and your line manager. For further information, see the Work Life Balance Policy, Part e, Flexible Working from Home.

7. Queries

Any queries relating to this document should be addressed to the Head of Human Resources and Corporate Services.

This policy is for guidance only and does not form part of your contract of employment. It has been in operation since August 2004 and was last updated in January 2007.

DECLARATION:

I have read and understood Monitor’s Standards, Performance and Attendance Policy and agree to abide by its principles.

Signature………………………………………………………………………

Date………………………………………………………………………………

Print Name……………………………………………………………………

PLEASE RETURN TO HUMAN RESOURCES