



# Unitarian College

Growing our faith from the inside

## Performance Management Policy

### Mission

Unitarian College exists to grow our faith from the inside by providing outstanding education and development which enhances leadership, deepens faith and nurtures fellowship.

### Our values

- Learning and development is at the heart of all we do
- Student success is our absolute focus
- All are treated with the dignity and respect they deserve
- We collaborate to achieve our best work
- We celebrate our successes
- We look after our wellbeing and foster a culture of challenge and care
- We act transparently and openly to develop trusting relationships
- Worship and spiritual deepening flows through all we do
- All our work is devoted to the betterment of the Unitarian denomination in the UK

### Aims

This policy aims to explain how Unitarian College manages the experience of our employees and students, by helping them to perform their very best work in a culture of support and nurture.

All members of our College community can expect to:

- Be valued for their individual gifts and talents
- Be challenged to aspire to the highest standards and exceed expectations
- Be provided with constructive feedback on their performance in work and study
- Have clear, agreed, stretching but attainable goals and objectives
- Be well supported if they are finding it difficult to meet agreed goals

Should formal performance management procedures be used, they will be conducted in a spirit of inclusion and human care, respecting the rights and dignity of the individual concerned.

### 1. Employees

All employees will have an annual appraisal. For the Director this will be conducted by the Chair of the College Board; for all other employees, this will be conducted by the College Director.

At the appraisal the appraiser and the appraisee will agree:

- A summary of progress made over the previous calendar year
- Objectives for the forthcoming calendar year
- Any training and development needs and a plan to meet these

The appraisal objectives will be regularly reviewed at one to one meetings during the year.

If the College becomes concerned about the performance of an employee, this should be raised with the employee at the earliest possible opportunity giving them time to consider and respond to the concerns. Clear, written objectives for improvement should be set, along with a date for a review of progress. Initially, this review will take place with their line manager and will be accurately documented. A maximum of three such reviews could take place before formal proceedings are evoked.

In the case of a gross infringement of the College's values, the College could decide to move straight to a performance management hearing. The College reserves the right to suspend an employee on full pay if they choose.

Should the reviews still highlight concerns in the employee's performance, a formal performance management hearing will be convened. The case will be heard by two members of the College Board who have not been closely involved with the situation so far. An external HR Advisor should be provided by the College to support the panel.

The line manager will put the management case. The employee should be encouraged to bring a workplace representative or friend and should be informed of the date of the hearing five working days before it takes place. Written details of the performance concerns should be provided in the invite letter.

At the hearing, the line manager will put the College's case, calling witnesses as appropriate and previously agreed with the employee. The panel, and the employee or their supporter will be able to ask questions. Then the employee, or the employee's supporter will put their case, calling witnesses as appropriate and as previously agreed with the College. Again, the panel, and the line manager will be able to ask questions. After this,

both sides will be allowed to sum up their positions. No new evidence can be introduced at this stage.

At this point the line manager and the employee and their supporter will withdraw whilst the panel considers their conclusion. The HR Advisor will remain to support the panel in this process.

Once a conclusion has been reached, all parties will return and the conclusion will be shared. This will be followed up to all parties in writing.

The panel could decide to:

- Issue a verbal warning - this will be recorded on the employee's record and remain for a calendar year. The panel could choose to increase the amount of time the warning remains live on the record
- Issue a written warning - this will be recorded on the employee's record and remain for a calendar year. The panel could choose to increase the amount of time the warning remains live on the record
- Decide to dismiss the employee where there is clear evidence that the employee is not and will not be able to fulfil the terms of their contract in the future

If the employee remains unhappy about the conduct of the hearing they are entitled to appeal. The appeal should be submitted to the Chair of the Board within ten working days of the hearing. A Board member not originally involved in the hearing will consider the appeal and decide whether due process has been correctly followed. They cannot review the original conclusion of the panel. They may decide to meet with the employee and their supporter along with the line manager as part of this review. Again, sufficient notice should be given to all parties. The appeal conclusion will be provided to the employee in writing. The appeal decision is final.

## 2. Ministry students

Ministry students will meet regularly (guideline is every six weeks), either in person or using communications technology, with the Ministry Tutor. At these meetings, objectives for the next period will be agreed and recorded.

If the Ministry Tutor becomes concerned about the performance of a student, this should be raised with the student at the earliest possible opportunity giving them time to consider and respond to the concerns. Clear, written objectives for improvement should be set, along with a date for a review of progress. Initially, this review will take place with the Ministry Tutor and will be accurately documented.

In the case of a gross infringement of the College's values, the College could decide to move straight to a performance management hearing. The College reserves the right to suspend a student from College activities if they choose.

A formal performance management hearing will be convened. The case will be heard by the Director of the College with support from a member of the Board where appropriate.

The Ministry Tutor will put the College's case. The student should be encouraged to bring a representative or friend and should be informed of the date of the hearing five working days before it takes place. Written details of the performance concerns should be provided in the invite letter.

At the hearing, the Ministry Tutor will put the College's case, calling witnesses as appropriate and previously agreed with the student. The panel, and the student or their supporter will be able to ask questions. Then the student, or the student's supporter will put their case, calling witnesses as appropriate and as previously agreed with the College. Again, the panel, and the Ministry Tutor will be able to ask questions. After this, both sides will be allowed to sum up their positions. No new evidence can be introduced at this stage.

At this point the Ministry Tutor and the student and their supporter will withdraw whilst the panel considers their conclusion.

Once a conclusion has been reached, all parties will return and the conclusion will be shared. This will be followed up to all parties in writing.

The College could decide to:

- Set further objectives with a timescale for the student to improve their performance
- Issue a written warning which would remain on the student's record for a year. The panel could decide to extend this period should they choose
- End the student's training with the College

If the student remains unhappy about the conduct of the hearing they are entitled to appeal. The appeal should be submitted to the Chair of the Board within ten working days of the hearing. A Board member not originally involved in the hearing will consider the appeal and decide whether due process has been correctly followed. They cannot review the original conclusion of the panel. They may decide to meet with the student and their supporter along with the Ministry Tutor and/or Director as part of this review. Again, sufficient notice should be given to all parties. The appeal conclusion will be provided to the employee in writing. The appeal decision is final.

### 3. All other students

Any other student who is found to have behaved in a manner that does not conform with the College's values can expect to be challenged by the College. Initially, this will be via a meeting with the College Director or another appropriate member of staff. This meeting will be recorded in writing and the outcomes shared with all parties. Students should be

encouraged to bring a supporter or friend to this meeting and should be given five working days notice of the meeting. Usually, at this meeting the student will be offered an opportunity to improve their performance by meeting some written objectives within an agreed timescale.

If, following a review of these objectives, the College remains concerned about the performance of the student, the College reserves the right to move to a formal performance management hearing.

In the case of a gross infringement of the College's values, the College could decide to move straight to a performance management hearing. The College reserves the right to suspend a student from College activities if they choose.

Arrangements for this will be the same as for Ministry students as detailed above, although in this case, an appropriate member of the College's staff will put the College's case (not necessarily the Ministry Tutor).