

Senior Staff
Appraisal and Development
Review – 2018 MAX
Guidelines

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APPENDICES

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1. Introduction

These guidelines describe the current process for the senior staff appraisal and development review (MAX) and are intended for information purposes only. The guidance and the process described do not form part of individuals' contracts of employment and may be amended by the university from time to time. Senior staff will be notified in writing of any change to the guidance or the process in advance of those changes taking effect.

Appraisal and Development Reviews (ADRs) play a vital part in the running of any organisation, with research demonstrating the positive link between staff engagement and enhanced performance. Employee engagement is enhanced where individuals understand what is expected of them and have the necessary support to achieve those aims.

This ADR scheme ("MAX"), provides the framework within which managers (or appraisers) and their staff members can discuss and set clear goals and objectives at the beginning of the year, review progress at mid-year and capture learning, achievements and areas for development at the end of the year. The framework also encourages a discussion between the two staff members on development needs and career aspirations.

The information gathered as part of this process will also be used to inform salary recommendations for senior staff and to determine the extent to which a non-consolidated bonus of up to 10% of salary (in addition to the standard award) may be paid where robust and stretching targets have been discussed, set, achieved and exceeded.

In going through the process individuals and appraisers should ensure that each step of the process is constructive, with appraisers helping to set the scene and providing a safe environment for honest appraisal and development discussions to take place. When well-managed, these types of discussions can be of immense value to both the individual and appraiser. Where support for development in this area is required individuals or appraisers can contact their HR Partner or the learning and development team for further assistance.

2. High-level timescales for annual MAX review cycle

The timescales for the completion of each stage of the performance review cycle are as follows:

- 1st June – 31st August – Discuss and agree 12 month work plan and development
- 1st February – 31st March - Mid-year review of progress against objectives and development
- 1st June – 31st August – End of year review of work plan, achievement against objectives and development.

For practical reasons appraisers may choose to combine the end of year review with the objective setting process for the following year although best practice suggests that these should be held as individual meetings where possible.

NB For business development managers the year end meeting may need to be timed to align with the availability of the end of year financial results. The timing of this meeting should be discussed and agreed locally and as closely aligned to the corporate timeline above as possible. If any difficulties become apparent, then please contact your HR Partner.

3. Identifying the appraiser

An individual's appraiser will typically be their day to day line manager, although this may differ where numbers of direct reports are large or alternative review structures have been agreed within faculties or departments. If an individual is unsure who their appraiser is, they should contact their PVC Dean, Director or HR Partner for clarity. Appraisers will be pre-populated on the online MAX form. If the information is incorrect you can amend this on the system.

4. Number or frequency of review meetings

The formal MAX review cycle is detailed above and consists of three key face-to-face meetings. It is recommended however that performance against set objectives (and generally) is reviewed on a more frequent basis and managers/appraisers are encouraged to meet at least once a month with their members of staff. This is important in order to keep the dialogue about performance ongoing and to prevent any unnecessary surprises at the end of the year.

5. Self-assessment and preparing for meetings

The success or otherwise of the MAX discussions that take place throughout the year will be greatly enhanced where preparation by both the individual and appraiser is undertaken. At each stage, the appraisal form should be completed by the individual in advance of the meeting and shared with the appraiser for use as the basis for the conversation. This should happen at each stage e.g. objective setting meeting, mid-year review and year-end review with any changes being captured as a result of the discussion. In advance of the end of year review, both the individual and appraiser should also give consideration to the appraisal rating they feel appropriately reflects the individual's performance over the year.

The venue for the discussions should be considered carefully and the date of the meetings communicated in advance to allow enough preparation time.

6. The MAX framework

In order for DMU to achieve successfully its strategic goals, it is critical that all staff have focused targets and objectives detailing the individual's contribution to these goals. In addition it is appropriate that enabling behaviours and potential inhibitors are discussed as part of the performance dialogue, along with any development or career aspirations the individual may have.

Each senior staff member should be able to describe how during the year ahead they intend to contribute to the wider strategic goals of the university and be in a position to identify ways in which they will personally do this.

6.1 Section 1 - Setting strategic objectives

This section requires individuals to discuss and agree with their appraiser their strategic objectives for the year ahead. The individual's objectives should contribute to the strategic themes set out in Appendix 1.

Objectives should be both SMART (Specific, Measurable, Achievable/Agreed, Relevant, Time bound). It is important that the individual has a clear line of sight between what they are being asked to deliver/contribute and the strategic goals of the university. Best practice is for managers/appraisers to share their own objectives with members of their team. Objectives will differ from one team to another and from one individual to another, although other colleagues (from different areas) may be working towards the same strategic goal.

The suggested number of SMART objectives for the 12 month review is between 5 and 7 and should be of significant importance. (Whilst the optimum number is suggested as between 5-7, it is stressed that it is the quality and content of the objective that is most important not the quantity. Adding an extra objective for the sake of it is not encouraged.)

For professors whose role is aligned to the professorial pathways and pay bands, objectives should link and have relevance to the criteria at the appropriate level (pay band) for the main pathway(s) to which their role most closely aligns. As the achievement of objectives directly impacts on bonus recommendations, appraisers must ensure that objectives are bonus worthy and will deliver significant benefits to the university.

The strategic themes set out in Appendix 1 will be reviewed and updated as necessary, the purpose being to ensure individual objectives continue to contribute to the aims and ambition of the University.

Once agreed the objectives should be captured in section 1 of the form and progress updated at mid-year and year-end review points. There is also the opportunity to detail any changes to objectives set at the beginning of the year as a result of circumstances beyond the individual's control.

Managers/appraisers need to ensure a level of stretch within the objectives whilst maintaining fairness across the team.

The ideally appraisers and individuals should discuss and agree objectives for the year ahead. In the unlikely event that agreement is not reached the appraiser should contact the relevant HR Partner for advice.

6.2 Section 2 – Local objectives

Section 2 provides the opportunity to set objectives that contribute to Faculty or Directorate priorities and targets.

6.3 Section 3 – enabling behaviours and inhibitors to success

In setting objectives for the year ahead it is important to discuss what good performance will look like aside from the achievement of targets and to identify up front anything that may hinder progress. By having this discussion at the beginning of the year and again at mid-year review point there should be no surprises and individuals can seek clarification on expected behaviours e.g. work collaboratively, role model good practice in leading a particular project, seek out relevant expertise in achieving the goal etc. Managers/appraisers will also be aware of what the individual perceives potential inhibitors for the year ahead to be and can discuss with the individual how to overcome these challenges.

6.4 Section 4 – career aspirations

An important part of any appraisal discussion is the ability to talk about development needs and career aspirations. **Section 4** provides the individual with an opportunity to capture their current career aspirations to enable a conversation with their appraiser. This section can also help to inform what development may be required in the future, the outcome of which can be captured in **section 5**, the Personal Development Plan.

Completion of the section on career aspiration is optional but individuals are encouraged to capture their current position with regards to readiness for a different role by selecting the most appropriate option. In the future, this data could help the institution with its talent management strategy. Where the wording does not naturally lend itself to an individual's role, the most appropriate category should be selected and full use should be made of the comments box to provide context for the category selected.

Appraisers should be mindful of individuals who may be less inclined to raise their aspirations in this way but who may appreciate it if the conversation was instigated by their appraiser.

6.5 Section 5 – Personal Development Plan (PDP)

The ambition of DMU does not stand still and as a result individuals are expected to grow and develop in their role in line with the changing expectations of the institution. It is very rare at a senior level for a job to remain the same year on year with no ability to identify areas for individual learning and growth.

As part of the MAX discussion, individuals are asked to complete their PDP taking into account their personal development requirements which will underpin their success in their role. The required behaviours, potential inhibitors and career aspiration sections of the form and discussion will also inform what should be captured on the PDP.

In completing this section individuals should clearly state the development need, the identified development method e.g. job shadowing, training course, e-learning, reading journals, the dates for completion and any comments e.g. if budget is a consideration where external training is requested. It is important to review progress against the PDP at both mid-year and year-end review meetings as a minimum.

Through the completion of personal development plans by senior staff, informed decisions regarding the allocation of resources for development can be made by the university. Colleagues are therefore strongly encouraged to participate in this element of the process.

6.6 Wrapping up

The date for the mid-year review should be set at this meeting to enable forward planning. Please note that the online MAX system is **not** linked to Outlook and therefore meeting dates will need to be entered separately.

6.7 Reviewing performance

Mid-year review - The first formal review meeting will be the mid-year review which takes place between 1st February – 31st March. Ideally one week before the review meeting, individuals should share with their appraiser their updated appraisal document showing their assessment of their mid-year progress against strategic and local objectives (sections 1 and 2), comments on behaviours and inhibitors (section 3) and progress against their personal development plan (section 5). Individuals should also complete the mid-year comments box on the review sheet. Preparing this form in advance provides staff with the opportunity to determine whether they feel their progress is exceeding, on-track or some improvement required, and can help to form the basis for the discussion.

It may also be beneficial at mid-year to consider where against the end of year rating scale the individual would be at that time; this can help to avoid any end of year surprises.

Year-end review – The last formal review meeting of the performance year takes place 1st June – 31st July. The focus of this meeting is to build on the mid-year review discussion and to finalise the overall MAX form. Some appraisers may choose to combine the end of year review meeting with the objective setting meeting for the following year, where circumstances dictate that this is the appropriate way forward for that individual. Wherever possible however, these should be held as separate meetings.

As with the other stages of the process, individuals should update their forms and share with their reviewing manager ideally one week before the year-end meeting. As part of the preparation for the year-end review it is expected that the appraiser will liaise with their own manager and other relevant stakeholders for feedback on the individual's performance and achievements to feed into the discussion.

Assessing and allocating ratings - During the year end discussion the appraiser and individual will discuss the end of year assessment against the strategic and local objectives and determine whether each one was exceeded, achieved, partially achieved or not achieved. Appraisers are also expected to add comments detailing reasons why the rating has been allocated for that particular objective. Year-end comments regarding the extent to which the required behaviours were demonstrated and potential inhibitors overcome should also be captured in section 3

The review - This should be completed with overall year-end comments by both the individual and the appraiser and during the final review meeting an overall appraisal rating should be assigned. The individual should initially determine their own overall appraisal rating and rationale and share these with their Appraiser. There are six ratings in total ranging from unsatisfactory to outstanding/outperforming and full definitions can be found in Appendix 2. Where an 'unsatisfactory' or 'improvement required' rating is allocated, managers are expected to work with the individual to put a performance improvement plan in place. The rationale for any rating given should be captured in the appraiser's end of year comments box as this will be used to inform any pay award or bonus recommendation. Where individuals could be considered against more than one appraisal rating, the rating **most** appropriate for that individual is the one which should be selected.

Appraiser's manager - Following the end of year review meeting, the form should be updated to reflect the conversation and the appraisal document should be finalised and shared with the appraiser's manager for their year-end comments which can be viewed by the individual and appraiser.

7. Sampling the quality and confidentiality

The most important aspect of any appraisal is the quality of the conversation and feedback between appraiser and staff member and it is important to ensure that everyone has fair access to an appraisal discussion. In order to identify any gaps in the process colleagues within POD will maintain central records detailing whether or not each stage of the appraisal process has been completed.

NB It should be noted that records will be accessed only by relevant members of the POD team required to support this process.

8. Support available

Support is available to both appraisers and individuals in completing this process. The POD website provides detailed advice on the completion of each section. One-to-one guidance is available from POD via HR Partners. Also at key points during the process e.g. objective setting, mid-year review and year-end review support, assistance can be provided by POD via HR Partners in the first instance.

9. Senior Staff Salary Review (SSSR)

Senior managers are **eligible to be considered** for a non-consolidated bonus as part of the MAX scheme. A number of factors will influence any bonus that is paid including; individual's appraisal rating, the performance of the faculty/department and the level of bonus pot available during the reviewing period. Individuals will therefore be advised of the outcome of any salary/bonus review following the review and moderation process and individuals should be informed of the outcome in writing by November, with any payments being made in November's pay.

The SSSR process aims to ensure an appropriate level of remuneration package for senior staff, to encourage and sustain the highest levels of performance whilst also having regard to financial constraints and the need to ensure fair and equitable pay.

The SSSR process is directly linked to the PDR process in that the ratings from the PDR provide the basis on which PVC Deans/Directors will make salary and bonus **recommendations** for all senior staff within their area. Salary and bonus recommendations **MUST NOT** be disclosed by PVC Deans/Directors prior to individuals' receiving their personal letter. This is to enable the moderation process to take place objectively and to ensure all individuals are advised of their personal situation at the same time.

For professors on the professorial pathways and pay bands with a PDR rating of 'exceeds expectations' or higher, the salary recommendation may include a recommendation to progress to a higher point within the pay band, and/or a recommendation to be considered for a higher pay band via the professorial impact review process (see 9.7).

For PVC Deans and Directors, the Vice Chancellor will be responsible for submitting any salary review information in line with the process for other senior staff members.

9.1 Overview of senior staff salary review process

Date	Action	Notes
July/August	PVC Deans/Directors complete and submit pre-populated spread sheet provided by POD detailing recommended pay award. Recommendations informed by overall performance rating allocated by appraisers.	PVC Deans/Directors to be mindful of the distribution curve that they are submitting for their faculty/department. Data available to support this via automated spread sheet provided by POD.
August/September	POD moderation – university wide comparison and levelling process. Expected distribution curve achieved within financial envelope.	POD moderation by a panel of POD representatives chaired by the Director of POD. Data prepared for 'Final Moderation Panel' including original distribution curve by PVC Deans/Directors and moderated version by POD.
September/October	Final moderation ratifies moderated recommendations.	Final moderation panel consists of Vice Chancellor and Director of POD.
October/November	Letters distributed to individuals to advise them of bonus or pay award outcome. Payroll informed.	Administered by POD, summary letter sent to managers along with individual letters for distribution.
November	Salary changes to be paid in November, backdated to 1 August together with non-consolidated bonus payments where applicable.	

9.2 Submitting recommendations

PVC Deans and Directors will receive a spreadsheet pre-populated with the names of senior staff in their area. Using the information contained within the appraisal review document for each individual, PVC Deans and Directors will indicate on the spreadsheet their recommendation for pay award and non-consolidated bonus using the framework below. In making their recommendations PVC Deans and Directors should objectively consider the appraisal rating for that individual and the impact their work has had on the university during the performance year (this can include significant impact as a result of achieving or exceeding commercial/external income generation performance targets).

PVC Deans and Directors should also be mindful that awards will be plotted against a normal distribution curve and where recommendations fall outside of this for their faculty or directorate they will need to provide a rationale for consideration by the moderation panel. Completed spreadsheets will be returned to seniorstaffreview@dmu.ac.uk.

9.3 Example Bonus Levels

Appraisal rating	Bonus percentage and example impact level	Normal distribution
Unsatisfactory	0%	Typically 10-20% of staff will fall within these categories
Improved required	0%	
Developing	0% or may be considered for standard increase	Typically 60 – 80% of staff will fall within these categories
Solid performer	Considered for standard increase Positive impact within role	
Exceeds expectations	Standard increase + consideration of a non-consolidated bonus	Typically 10-20% of staff will fall within these categories
	1% Has gone beyond what was expected within role	
	2%	
	3% Has delivered significant improvements for team	
	4%	
	5% Had significant impact at Faculty/Dept. level	
Outstanding	Standard increase + consideration of a non-consolidated bonus	Typically 10-20% of staff will fall within these categories
	6% - 7% Has made a significant positive impact on the whole university and this achievement would be recognised by others outside of the immediate work area	

Appraisal rating	Bonus percentage and example impact level	Normal distribution
	<p>8% - 9% Has made a tangible impact on enhancing the reputation/future outlook for DMU beyond the current year – recognised by others outside of the immediate work area</p> <p>10% Has significantly outperformed peers/had impact of high-monetary or reputational value/eliminated significant risk/had sector-leading impact – easily recognised by others, often by those outside of the institution</p>	
Exceptional	<p>11% - Up to 20% Exceptional performance against own objectives and in comparison to peer group. Has delivered substantial, tangible and lasting benefits that significantly enhance the university's current and future standing within the sector, recognised internally and outside of the university and in the international arena.</p>	<p>Expected to be few exceptional cases in any one review period typically less than 3%</p>

9.4 New appointments to the senior pay and grading structure

Staff who were appointed to the senior pay and grading structure less than 12 months before the pay recommendation process are unlikely to be considered for a bonus although the standard award may be considered. The PDR process will still be followed but consideration of bonus will not normally take place until a full PDR review cycle has been completed.

9.5 POD moderation

On receipt of all pay and non-consolidated bonus recommendations made by PVC Deans/Directors, a POD moderation panel will undertake a levelling process using the submissions made from across the university. POD will assess the extent to which a normal distribution curve has been achieved, ensure consistency of application and where required will adjust the original submissions to ensure that the overall recommendations (including the cost of any employer pension contributions payable in respect of the recommended bonus) are contained within the allocated financial envelope for pay and non-consolidated bonus payments for that performance and financial year.

9.6 Final moderation

Information from the POD moderation process will be presented to the final panel for approval during which time changes by exception could be considered.

9.7 Professorial impact review

For professors aligned to the professorial pathways and pay bands, an annual professorial impact review process will take place to consider individual cases for progression to a higher pay band. The details of this process can be found in the **Professorial Pay and Progression Guidelines**. This process will follow the SSSR process so that any recommendations for review, as well as the overall outcome from this process, can be taken into account. Further guidance on the process is available via HR Partners.

9.8 Staff on paternity, maternity, adoption or shared parental leave, or long-term sick leave

It is important that those on maternity or paternity leave are not disadvantaged in the process on account of their leave. Where a senior staff member is on or is due to commence maternity or paternity leave appraisers/salary reviewers should seek advice from their HR Partner on how to proceed.

9.8.1 Where a full performance review cycle has been completed

Where those on paternity, maternity, adoption or shared parental leave have completed a full performance review cycle, the salary recommendation should be made objectively based on the PDR rating in the normal way regardless of whether they will be on such leave at the time the award becomes payable. If a pay increase is awarded, paternity, maternity, adoption or shared parental pay will be recalculated on the basis of the higher amount¹.

If an unconsolidated bonus is awarded, this will be paid in full regardless of whether the paternity, maternity, adoption or shared parental leave has commenced by the time it becomes payable. Depending on when the bonus is paid it may affect the

¹ If a pay increase occurs before the end of maternity etc. leave, the employee's statutory maternity pay (SMP) should be recalculated retrospectively for the entire period of SMP. In respect of the enhanced element of maternity pay (if any), the pay award will apply from the date it would have applied had the employee not been on maternity leave.

employee's average weekly earnings for statutory maternity etc. pay purposes. See the **Maternity, Adoption and Paternity Leave Policy** for more details.

9.8.2 Where a full performance review cycle has not been completed

Where it is not possible to fully assess the individual contribution i.e. the staff member has been absent on maternity or paternity leave for some or all of the performance review period, it is important that the staff member is not disadvantaged as a result of their absence for maternity or paternity reasons.

The salary recommendation should be made based on an assessment of the past year or the previous year's performance against objectives. An assessment in terms of whether objectives are on course to be met could be carried out either at the mid-year review stage, or before the staff member goes on maternity or paternity leave.

Where applicable, the maternity or paternity pay will be recalculated on the basis of the higher amount¹.

In respect of bonus, a similar assessment should be made based on performance data available within the performance cycle and any bonus awarded will be paid pro rata to the time worked within that performance review period ie in respect of the following periods:

- Before the employee commenced maternity/adoption/shared parental leave;
- When an employee is absent on compulsory maternity etc. leave (two weeks);
- After the employee returns to work following maternity etc. leave.

If there is no performance data available, because the employee has been absent for the whole of the cycle, then no bonus will be payable.

9.8.3 Long-term sickness

For employees on long-term sickness a salary recommendation will only be considered where the full performance review cycle has been completed.

9.8.4 Impact on individuals

Senior staff will be informed of the outcomes of the final panel via letter during October and November with any payments normally being made in November salary.

10. For more information

For more information on the Senior Staff Appraisal Development Review (MAX) process please refer to [Senior Staff MAX Review](#) or contact your HR Partner within POD in the first instance.

Strategic themes

It is expected that all senior staff will have objectives that contribute to our vision and strategy

Strategic theme	Strategic goals
Leadership	<ul style="list-style-type: none"> • Vision - Articulate an inspiring vision • Results - Ensure performance is delivered • Customer - Develop a customer-focussed organisation • Role models - Lead by example • Empowerment - Empower and motivate • Change - Initiate and drive change
Transform our students by delivering an individual student experience	<ul style="list-style-type: none"> • Focus on teaching excellence through diverse approaches to learning, teaching and assessment that enable all students to maximise their potential • Provide an inclusive and stimulating learning environment that recognises the value of co-creation • Ensure students develop a broad range of skills for success in academic study, life and employment • Provide individualised learning and support to students through integrated and accessible services and networks
Create and apply knowledge that furthers global societal and economic development	<ul style="list-style-type: none"> • Create a dynamic and pervasive research and scholarly culture • Nurture, recognise and support researchers and research leaders • Increase the impact and visibility of our research • Deliver enhanced value from commercialisation
Promote and improve our city	<ul style="list-style-type: none"> • Be the partner of choice within our city • Support the promotion of Leicester as a global city of intellectual, cultural and sporting importance • Provide a significant contribution to the social and economic development of our city through the activities of our partners, staff, students and alumni
Strengthen our global reach and influence	<ul style="list-style-type: none"> • Develop, promote and publicise our international profile • Increase recruitment and participation of international students • Increase the cultural competence of our students
Enhance our effectiveness	

<p>through our diverse and vibrant scholarly community</p>	<ul style="list-style-type: none"> • Pro-actively attract and retain high-quality staff • Manage organisational performance • Recruit and retain students with outstanding potential from all sections of our society • Ensure we have a richness of diversity and equality within our community
<p>DMU Freedom</p>	<ul style="list-style-type: none"> • Take actions that close diversity-related gaps in student and staff retention, progression and attainment • Strive to be in the top quartile of the higher education sector, as measured by relevant diversity charters and audits

Performance Appraisal Ratings Scale

To be awarded by appraiser and considered by PVC Dean/Director in making recommendation for pay increase/bonus.

Exceptional	Individuals in this category will have demonstrated exceptional performance against their own objectives and in comparison to their peer group. They will have delivered substantial, tangible and lasting benefits that significantly enhance the university's current and future standing within the sector, recognised internally and outside of the university and in the international arena.
Outstanding	Individuals in this category demonstrated exceptional ability to exhibit DMU values. All role requirements, planned goals and objectives were achieved well above expectations having a significant impact on their work environment. Accomplishments were made in unexpected areas.
Exceeds Expectations	Individuals in this category consistently exceed expectations in most DMU values. All requirements were met and goals and objectives were achieved above the established standards delivering increased value to DMU.
Solid Performer	Individuals in this category consistently met expectations and at times exceeded them in demonstrating DMU values. The requirements of performance were met and goals and objectives were mostly achieved making a tangible contribution to the university.
Developing	Greater growth and development in the role can and are in the process of being achieved. Developmental goals and appropriate support will help this individual continue to learn and grow their capabilities. New employees or newly promoted or transferred employees tend to fall into this category along with those focused on improving performance within their existing role.
Improvement Required	Performance is somewhat below expectations for full competence, but some elements of satisfactory performance are exhibited. A rating at this level anticipates that improvement is easily achievable. Typically requires greater than expected time and attention by manager. This rating requires a performance improvement plan to be written.

Unsatisfactory	Performance is consistently below expectations. A rating at this level requires a performance improvement plan to be written to support the individual to achieve an acceptable level of performance. Requires excessive time and attention by manager.
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