

Addressing Deteriorating Performance or Attendance

Appendix A

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Issues relative to performance and/or behaviours which may be attributed to substance misuse and do not constitute an isolated incident, should be addressed in line with the Trust's Performance Management Policy. All evidence identifying such a potential problem should be collected and documented by the Line Manager, in order that concerns can be discussed with the employee.

The employee should be given the opportunity to provide any underlying reasons or contributing factors for the identified issues, which may include an admission that they are experiencing problems with drug and / or alcohol misuse. If a substance misuse issue is cited by the employee, the Line Manager should offer support through referral or encouragement of self-referral to the Occupational Health service.

If the employee provides reasons for their deteriorating performance which are not linked to substance misuse, and which appear reasonable, referral to Occupational Health may still be appropriate.

Specific attendance issues should be managed initially under the Trust's Attendance Management Policy although transfer of the case to the Trust's Performance Management Policy may be appropriate on occasion where a substance misuse issue is confirmed. In such situations advice should be sought from the Divisional People Business Partner.

Ongoing monitoring and support of the individual would be expected by the Manager following any initial meeting with any subsequent actions taken in line with the relevant Trust Policy.

The Divisional People Business Partners are available to provide advice and guidance throughout any such process.