

(DATE)

Private & Confidential

(Colleague Name)

(Address)

(Address)

(Address)

(Address)

Dear **NAME**

Re: Underperformance Hearing Outcome

Introduction

I write further to our hearing on **INSERT DATE**, at **VENUE**, to discuss your performance.

Also present was **INSERT NAME, JOB TITLE, HOTEL/ TRADE UNION** as your companion. OR You declined your right to be accompanied at the hearing.

The hearing was also supported by **NAME, JOB TITLE, HOTEL/FUNCTION** who took recorded notes of the hearing. The notes were issued to you at the hearing / I have enclosed notes from the hearing with this letter.

First Underperformance Warning

Following the hearing, the decision was taken to give you a First Underperformance Warning under our Underperformance Policy. This warning shall be placed on your personnel file but shall be disregarded for performance review purposes 9 months after the end of the review period detailed below, provided that the necessary improvements are achieved and maintained throughout that time.

The reason for the warning is that your performance has been unsatisfactory in the following respects:

- o **LIST EACH UNDERPERFORMANCE POINT AS DISCUSSED USING A NUMBERED LIST FOR EASE OF REFERENCE.**
- o **PROVIDE A BRIEF COMMENTARY ON YOUR JUDGEMENT OF EACH POINT - WHAT YOU BELIEVE / HAVE FOUND.**

At the hearing we [reviewed the proposed Action Plan put together by INSERT MANAGER NAME and] discussed the standards of performance expected from you. [We agreed an Action Plan to be implemented and a copy of this plan is enclosed.

(PLEASE ENSURE THE LETTER IS ACCOMPANIED BY THE AGREED ACTION PLAN).]

[As detailed in the Action Plan], the following targets for improvement have been set:

o LIST EACH PERFORMANCE TARGET

[As also detailed in the Action Plan], the following support measures will also be put in place to assist you:

o LIST EACH SUPPORT MEASURE]

We expect these improvements by [DATE]. The period between now and then will be a review period, during which your performance will continue to be monitored.

You will be invited to a formal performance hearing (set out below) where your progress during a review period will be assessed.

If your performance is satisfactory at the end of this review period I will confirm this to you in writing. If your performance is unsatisfactory at the end of this review period, further formal action may be considered (a Final Underperformance Warning or in serious instances of underperformance, your dismissal).

I hope that the content of this letter provides you with a detailed explanation into the specific aspects of your performance that are currently considered unsatisfactory. In addition, I hope that the agreed action plan will improve your performance and ensure you're suitably supported during this upskill where appropriate. However, if any aspects are unclear, please do let me know.

If on reviewing this letter and the enclosed action plan, you do not agree with the decision(s), you have the right to appeal. Any appeals should be made to the Human Resources Department, who will consider a suitable Manager in the organisation to hear it.

Appeal letters (including reasons) should be made to ersupport@travelodge.co.uk or by post to Human Resources, Travelodge Hotels Ltd, Hotel Support Centre, Aylesbury Road, Thame, Oxon, OX9 3AT. If you do appeal, please clearly explain your grounds for appeal and ensure the appeal letter is received by the Human Resources Team within 5 days from the date of this letter.

I trust that this letter clearly explains the decision reached and look forward to hearing from you, should you have any questions.

Further Performance Hearing

I would also like to meet with you in a further Formal Performance Hearing to review your progress against the agreed action plan. The details of which are as follows:

Date:

Time:

Location:

If you have made sufficient improvement to your performance and it likely to be sustained, no formal action may be taken, however you may be advised of a continued period of monitoring, any live formal action and an action plan may be instigated or continued. However, if improvement is not satisfactory, consideration will be given to further formal action which may include a final underperformance warning and in serious performance cases, your dismissal.

The hearing will be conducted by (Insert Manager's name), and (Insert Name) will also be in attendance to support the hearing and will also take summary notes.

The purpose of the hearing is to consider if you have made satisfactory and sustained improvement to your performance since the formal sanction was issued to you, to consider reasons for this; to decide what action needs to be taken and to discuss the standards expected of you. Please note that it is found that your performance has continued to fall below the required standard, formal action may be taken which may include your dismissal.

A full review of the Action Plan we agreed at today's Performance Hearing will be completed at the this Hearing,

You have the right to be accompanied at this hearing by a work colleague or a Trade Union representative. Please notify me in advance if you intend to be accompanied. If you are accompanied by a Trade Union representative, they will be asked to provide identification.

You and your chosen companion may make statements in your defence and raise any extenuating or mitigating circumstances. However, your chosen companion may not answer questions on your behalf. You are also entitled to call witnesses,

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or provide statements from witnesses, to support your case. Please inform me in advance if you wish to call witnesses to the hearing so I can make the necessary arrangements for their attendance.

It is important that this matter is handled as efficiently as possible; you therefore are required to attend this hearing at the date and time scheduled. If you are not able to attend due to exceptional circumstances; you must notify the underperformance hearing manager in advance of the hearing, and a reasonable alternative date / time will be considered carefully. Please note that if you fail to attend this hearing without your absence being authorised, it may be conducted in your absence.

A copy of the underperformance policy is included with this letter, along with any other relevant information that may be referred to during the hearing.

If you have any questions relating to the content of this letter, please do not hesitate to contact me on (Insert Contact Number)

Yours sincerely

NAME
JOB TITLE
HOTEL NAME

Enclosures:
Hearing Notes
Action Plan

CC:
Human Resources