**Appendix C – INVITE TO FORMAL STAGE 3 MEETING – FINAL WRITTEN WARNING**

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| **Private and Confidential**  **Employee Name**  **Employee Address** | Salisbury NHS Foundation Trust  Salisbury District Hospital  Salisbury  Wiltshire  SP2 8BJ  Telephone (01722) 336262 Ext. xxxx |

**Xx month, 2021**

Dear

**PERFORMANCE MANAGEMENT POLICY**

**INVITE TO FORMAL STAGE 3 MEETING**

Following the recent Formal Stage 2 meeting held on **(insert date)** this letter is to inform you that further discussion about your performance is needed, as **no/insufficient** improvement has been seen.

I would therefore like to review your performance in more detail and have arranged a meeting in accordance with the Trust’s policy on Performance Management. The meeting details are as follows;

Date:

Time:

Venue:

At this meeting we will discuss those aspects of your performance which are still below the required standard, set you some further SMART objectives and identify ways in which I can support you further.

Importantly your progress against the SMART objectives that were set during the Formal Stage 2 meeting and the areas of concern that I still have about your performance are detailed below;

* **Provide clear details of the continued shortfall in performance linking back to the objectives set in the first formal meeting (if applicable).**
* **Again ensure that the employee fully comprehends the nature, extent and seriousness of the ongoing issues i.e. the implications of a Stage 3 Hearing and the possible sanctions that could be awarded – up to and including possible dismissal**

A copy of the Performance Management policy was provided for your information during the informal stage of this process . I would like to confirm that this is a Formal Stage 3 meeting and as such I will be accompanied by **(insert name and job title).**

You have the right to be accompanied at this hearing by a work colleague or trade union representative and I would be grateful if you could let me know who this companion will be.

Please can you also confirm as soon as possible that you are able to attend this meeting and if you have any further queries please do not hesitate to contact me.

Yours sincerely

**Name**

**Job Title**