**Appendix D – INVITE TO FORMAL STAGE 4 HEARING – FINAL REVIEW**

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| **Private and Confidential****Employee Name****Employee Address** | Salisbury NHS Foundation TrustSalisbury District HospitalSalisburyWiltshireSP2 8BJTelephone (01722) 336262 Ext. xxxx |

**Xx month, 2021**

Dear

**PERFORMANCE MANAGEMENT POLICY**

**INVITE TO FORMAL STAGE 4 PANEL HEARING**

Further to our Formal Stage 3 Performance meeting on **(date)** where we discussed your work performance and set clear objectives, I am writing to confirm that I do not believe that you have made the necessary improvements.

This process commenced on **(date of informal performance counselling meeting)** and you have been given every support and encouragement to achieve the required standard for the performance of your role.

Reluctantly therefore, I must now request that an independent panel reviews this matter, in line with the Trust’s Performance Policy, a copy of which you have been given.  The Chair of the panel will write to you with details of the hearing, together with a copy of the management case which I will now prepare.  You will have the opportunity to present your case to the panel and to provide them with any documents that you feel would be supportive of your case.  I must remind you that the panel are able to award sanctions up to and including dismissal and that the normal rules on representation apply.

If you have any questions in relation to this matter please do not hesitate to contact me

Yours sincerely

**Name**

**Job Title**