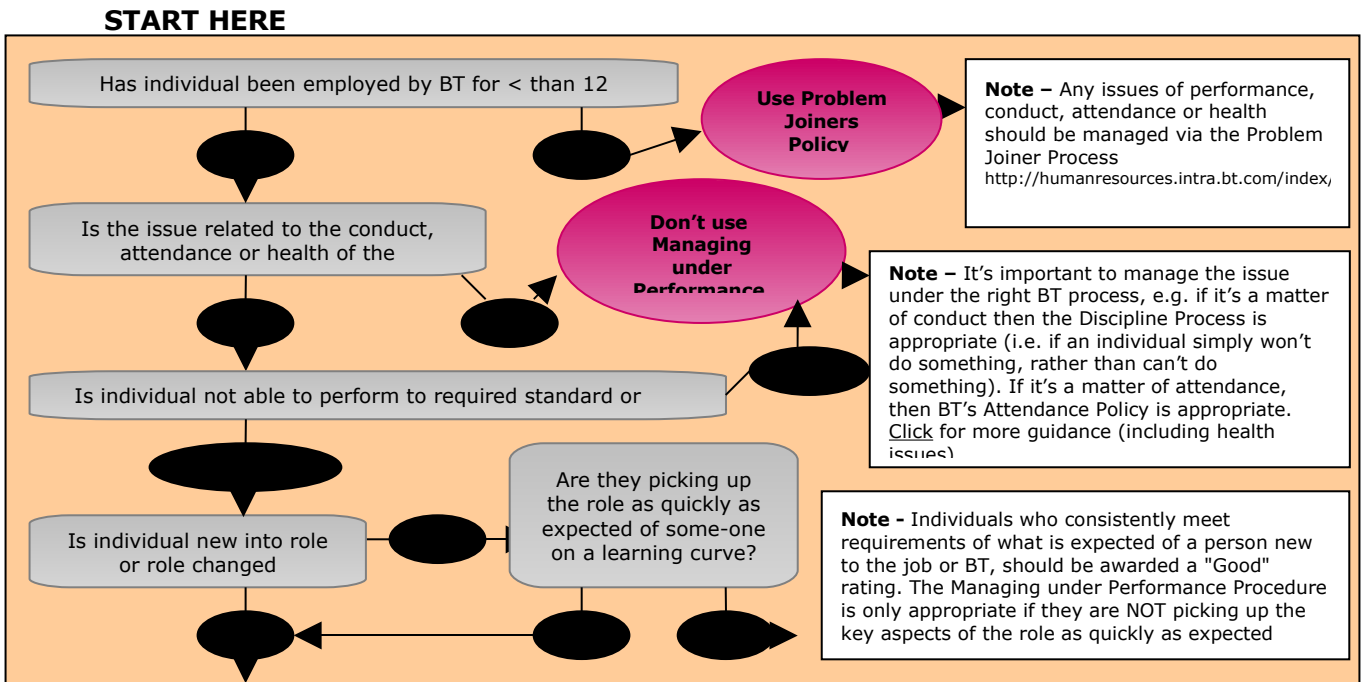# BT Managing Under Performance - Manager Decision Tree

Step 1 – test if performance gap should be managed via BT's Managing Under Performance Procedure?

START HERE

Has individual been employed by BT for < than 12

Use Problem Joiners Policy

Note – Any issues of performance, conduct, attendance or health should be managed via the Problem Joiner Process http://humanresources.intra.bt.com/index/

Is the issue related to the conduct, attendance or health of the

Don't use Managing under Performance

Note – It's important to manage the issue under the right BT process, e.g. if it's a matter of conduct then the Discipline Process is appropriate (i.e. if an individual simply won't do something, rather than can't do something). If it's a matter of attendance, then BT's Attendance Policy is appropriate. Click for more guidance (including health issues)

Is individual not able to perform to required standard or

Is individual new into role or role changed

Are they picking up the role as quickly as expected of some-one on a learning curve?

Note - Individuals who consistently meet requirements of what is expected of a person new to the job or BT, should be awarded a "Good" rating. The Managing under Performance Procedure is only appropriate if they are NOT picking up the key aspects of the role as quickly as expected

Step 2 – test what stage of the Managing Under Performance procedure is appropriate?

Are any of the following true:-
- the issue has already been monitored and recorded in business as usual (BAU) 1:1/performance notes and there is an under performance issue e.g. rated GS or NI - the issue has already required a PIP or a formal warning in the last 12mths

Contact AHRS/or country HRBP (non UK)

Note – In deciding to move to the 1st **Formal** stage of the Managing under Performance Procedure you must have treated the individually fairly and have adequate performance documentation. To find your HR Business Partner click here http://humanresources.int

Manage the issue within BAU good performance

Note – There should be prior discussions (e.g. at 1:1s or via confirmation/explanation of a performance rating) before considering moving a case to the Managing Under Performance Procedure. Refer to Checklist for guidance – URL link. You need to:-
Outline the expected standards and be clear on what 'good' looks like
Make the individual aware that they are falling short of those standards (with evidence)
Set and review SMART actions to include training, development and support
Outline the potential consequences if performance does not improve
An invitation to a formal hearing under the Managing under Performance procedure should not be the first time an individual is made aware of a performance issue.

Do you need some support/help to achieve the

Note – For more help and support click HERE

After monitoring the issue has individual met the required standard?

Register case/Arrange Formal hearing/Create Formal PIP

Note – Continue BAU performance management

▼