



Medipro Limited

STUDENT PERFORMANCE MANAGEMENT POLICY

1. Introduction

Medipro has a performance management procedure for all students. The procedure sets out how the company responds to serious incidents of bullying or discrimination and Medipro's flexible approach to students with particular needs.

2. Scope

This Policy applies to all staff and students of Medipro Ltd.

3. Aims

Aims of the procedure:

- To identify if students are at risk of preventing themselves or others from successful study and to intervene in a supportive manner;
- To safeguard the health and safety of all students, employees and visitors, along with the property and business;
- To provide a transparent and consistent performance management and disciplinary system;
- To enable students to meet Medipro standards with support where necessary;
- To ensure that students are treated fairly and are entitled to rights of appeal;
- To agree with students on an appropriate action plan and offer any necessary support when required.

4. Implementation

When students enrol at Medipro they agree to adhere to the company values.

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The expectation is that staff will manage performance and/or behaviour as normal within course settings. The procedure is designed for use when poor performance or behaviour is repeated or of sufficient magnitude to be outside the realms of everyday behaviour management.

The procedure is designed to support students in improving their performance and/or behaviour and to enable them to complete their course successfully. It can be used as a positive intervention and/or as a formal sanction.

Students will be made aware of the procedure during the induction period. This will be followed up in tutorial sessions where appropriate.

Medipro acknowledges that students with disabilities or learning difficulties may display behaviour which might otherwise result in intervention. The company recognises that it is more appropriate to deal with these matters outside these procedures and will work with these students on a case-by-case basis.

5. Informal procedure

Many issues of poor performance and/or behaviour can be, and should be, resolved without recourse to the formal procedure. The following is intended as a framework and may need to be adapted to suit the needs of each situation. In certain circumstances, it is advisable for students to be entered directly into the formal procedure.

As soon as a concern is identified the issue should be discussed between the student and his/her tutor or clinical lead, as appropriate. Both parties will have every opportunity to discuss the concern, to make any comments and to record them. Most areas for concern can generally be dealt with through informal discussions followed by support.

If the concerns still exist following a reasonable period to allow for any necessary adjustment to take effect, the tutor or clinical lead should bring the matter to the other's attention and a proper review should be conducted and recorded, including any evidence gathered.

The review should include identifying difficulties experienced, agreed objectives and planned support. Once the evidence has been collected, a meeting should take place to discuss the outcome

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with a view to securing the improvement to the standards required. The meeting should be informal and constructive to allow the student an opportunity to express their opinion and for the tutor to determine whether there are any external factors which may be contributing to the poor performance.

During the meeting, an agreed action plan should be set up to:

- review the standards of performance in respect of agreed objectives and requirements;
- review the sufficiency of support.

The action plan should be given in writing to the student and should contain a summary of the improvement(s) required, the target(s) and the timescale(s) over which these are expected. These should be recorded either on the Personal Development Plan (PDP) or an action plan document. Continued monitoring and assessment should take place for a period of time, usually one month, and be subject to thorough review. It is anticipated that in the vast majority of cases, no further action, other than normal follow-up, will be necessary.

6. Formal Procedure

Where the levels of improvement agreed above are not met, or for other reasons as identified above, then a formal stage 1 meeting should take place to discuss performance and/or behaviour. This meeting constitutes the date of entry into the formal procedure. The decision to follow the performance management or disciplinary pathway rests with the tutor

Parents of under 18s are to be kept informed throughout and formally invited to stage 2 and 3 meetings.

Meetings are to be arranged and evidence collated (where appropriate) by the administrator. Meetings will be conducted fairly and openly, allowing both the student and staff to state their case. The meeting itself is not a sanction. The meeting is to decide if any and what action may be taken. It is essential that students understand the purpose of the meeting.

At the end of the meeting the chair will check that the student understands the right to appeal and the appeal process.

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7. Performance management (includes attendance, punctuality and progress)

The procedure follows a three-stage model (Annex A). All stages are recorded on an action plan and kept on file.

At all meetings, the staff will describe the procedure and outline the possible outcomes at the outset.

Each stage centres on a meeting between the student and relevant members of staff. The tutor can issue a stage 1; for stages 2 and 3 the Clinical Director should be consulted.

At the stage 1 meeting, the tutor and the clinical lead should be present. The student should be reminded of the previous discussion, or the issues entering them into the formal procedure, the action plan should be reviewed and the remaining issues needing to be addressed should be identified. The student should be given an opportunity to give their interpretation before deciding what action should be taken. This needs to be confirmed in writing with any objectives specified.

After the formal interview, a written warning should be issued by the faculty that makes it clear that the place on the course is at risk if improvement is not achieved. A review will be held to assess progress on a date agreed at the performance management meeting, which will be approximately 2-4 weeks after the meeting, at the discretion of the staff present. If the student successfully completes the agreed action plan, within the agreed time span, the performance management process will be closed and the student will be informed of this in writing.

A copy of the written warning will be placed on the student's record. The warning will be spent, and will be disregarded at the end of the year, subject to the student's conduct and work performance having been satisfactory throughout that period.

Under certain circumstances, and at the discretion of the Clinical Director, a student may enter the process directly at stage 2 or 3. This would be the result of misconduct, examples of which are detailed in Annex B.

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Failure to improve after the review period should be followed by a stage 2 meeting. The Clinical Director coordinate stage 2, but this can be delegated where necessary to another manager or clinical lead. The course leader will also attend and parents/guardians of under 18s will be invited, but their attendance is not a requirement.

The clinical lead will be present if they were at the stage 1. A second written warning will be given by the faculty. The warning should include the possibility of Medipro asking the student to consider withdrawing from the course.

A copy of the second written warning will be placed on the student's record. The warning will be spent, and will be disregarded at the end of the year, subject to the student's conduct and work performance having been satisfactory throughout that period.

The student will be given 7 days' notice of a stage 2 and 3 meeting and will be informed in advance of the reasons for the meeting. If there are special circumstances such as specialist medical appointments the student may ask for a revised date for a stage 3 meeting.

Failure to improve after the review period should be followed by a stage 3 meeting.

8. Disciplinary (includes misconduct related behaviour)

The disciplinary strand of the procedure focuses on the impact that the student's behaviour is having on their own and other students' learning. This Annex A, with different staff involved, as detailed below.

Stage 1 is a meeting between the student and the relevant tutor, along with their clinical lead. Parents of under 18s are informed. The procedure for stages 2 and 3 is the same as for the performance management strand.

An action plan outlines the outcome of the meeting and the steps that will be taken by the student to remedy the situation. The outcome of the meeting is noted and any future support which Medipro will offer is recorded. Students should be encouraged to take responsibility for their education and the action plans. If they do not feel they are able to complete the action plan on their

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own, they should be encouraged to seek help from their tutor. This should be discussed at the disciplinary meeting.

9. Stage 3 meeting

The student will be invited by letter from Medipro to attend a stage 3 meeting as outlined above (see Annex B for the template for this).

Stage 3 is led by the Clinical Director. Also present will be the clinical lead, tutor and parents where the student is under 18. Parents or carers of students 18 or over will not be informed of the meeting, but students are strongly encouraged to invite their parents or an advocate. This is the student's responsibility and they must inform Medipro prior to the meeting who will attend with them. A translator may be needed in addition to people mentioned above.

If other parties request information it is to be noted that the company will not divulge confidential information without the student's consent.

If the student fails to attend a stage 3 meeting it will be reconvened within 10 working days' time where possible. If the student wishes to leave the meeting then a short break may allow the meeting to continue. Should this not be possible, the meeting will be reconvened within 10 working days.

Medipro has reconvened a stage 3 meeting once and the student fails to attend and has made no other arrangements, then the meeting will proceed in the student's absence.

The review of a stage 3 meeting is the final review, which is the student's final opportunity to demonstrate commitment to the course. If the student has shown that they are committed to their studies by implementing the action plan from the Stage 3 meeting, they will remain on the course and no further action will be taken. If they have not made sufficient progress by this point, the student will be asked to withdraw from their course.

10. Special Circumstances

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Students with disabilities will be considered on the basis of individual circumstances.

11. Guidelines for the suspension of students

There are circumstances when suspension may be deemed appropriate as set out in the suspension guidelines below.

What is suspension?

Suspension is not a sanction. If a student is suspended, they may miss parts of their course, and their opportunity to complete their programme successfully may be jeopardised. Suspension is exceptional, and the decision to suspend is risk-based. If a student can be managed safely on programme while investigations continue, then suspension will not take place.

Why does Medipro suspend?

Suspension should be considered if there is a risk which cannot be controlled. Such risks might include:

- Refusal to follow the instructions given by a member of staff on health and safety grounds
- Violence to others
- Theft or destruction of property
- Uncontrollable disruption to learning
- Refusal to accept a plan for containing risks, while investigations continue

Considering suspension

The decision to suspend lies with a member of the senior management team. The Clinical Director normally confirms suspension. In deciding to suspend, sufficient evidence is obtained to identify a

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clear risk which cannot be controlled. It would be normal for the decision to be made following an initial investigation, which will include asking the student(s) concerned for their account of what has happened.

In the event of staff witnessing an event, further immediate investigation may not be necessary. If only hearsay evidence exists, the student's point of view will normally be considered before a decision to suspend. The only exception is where there are reasonable grounds to think that evidence could be tampered with, or witnesses intimidated before a full investigation is completed.

Carrying out suspension

The student being suspended should be accompanied to a private space by a member of staff whom they know, such as a course tutor, or clinical lead. The role of this member of staff is to support the student and help them to understand the reasons for the suspension. The reasons for suspension will then be explained by a senior member of staff. The student may be shocked, distressed or angry, and staff need to ensure that the student is fit to leave in safety.

In the case of a student who is under 18, next of kin should be informed of the suspension, and informed of the arrangements made for the student to leave, before they leave the grounds. A risk based approach must be adopted. Medipro retains duty of care until the parent/guardian has been informed and appropriate arrangements have been made to safeguard the student. If the parent or guardian cannot be contacted, the student may need to remain with Medipro, under supervision, until the end of their normal class time. Under no circumstances may a suspended student re-join his or her group.

A suspension will result in a stage 3 disciplinary or an intervention meeting appropriate to the circumstances surrounding the suspension and overseen by a member of the senior management team.

Letter of Suspension

A letter will either be handed to the student on suspension, or sent via email or first-class post to the home address, copied to parent/guardian if the student is under 18. The letter will explain, in brief, the reason for suspension. This explanation will focus on the risk, rather than the circumstances of the event under investigation.

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Other considerations

If the suspension is in force when the student should have been sitting an exam, or being assessed in a way which cannot be replicated, every effort will be made to find a safe way for the student to be assessed. This will not be possible, however, if the risk cannot be controlled.

12. Withdrawal

At any point in the process a student may feel that the best course of action could be to withdraw from the course. The HR Dept will offer advice in this situation.

Should the student withdraw part way through a performance management or disciplinary meeting, it is not necessary to complete the full agenda.

Failure to meet submission requirements as set out by the awarding body may result in a stage 3 meeting. The student must inform Medipro if there are any mitigating circumstances which have prevented them from submitting the required work. The awarding body will deem that they will have essentially failed the course. At this stage, the company can withdraw the student from their programme and will offer support to find something more appropriate for their level of commitment or ability.

Medipro has the legal right to require the student to leave their course.

13. Right to Appeal

Students may appeal against performance management/disciplinary action at any stage. An appeal can only be made if the student believes Medipro has not followed its own process.

To make an appeal the student should write an email to the Managing Director, explaining that they wish to appeal against the action taken. This email should also indicate the grounds of the appeal. An email must be submitted within 5 working days of the meeting.

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At stage 1 and 2 the appeal is heard by the Clinical Director who will seek views from the student and tutor/staff members concerned. If the CD is acting in the capacity of tutor, another senior manager will be invited to chair the hearing.

At stage 3 the Managing Director will hear the appeal. The student will be given at least 5 working days' notice of the appeal hearing. The student can attend this and be accompanied by a relative or friend, or make submission in writing only. The chair of the stage 3 meeting will explain the decision made to the appeal chair.

The appeal chair's decision will be communicated to the student within 5 working days of the appeal meeting. The decision of this stage will be final.

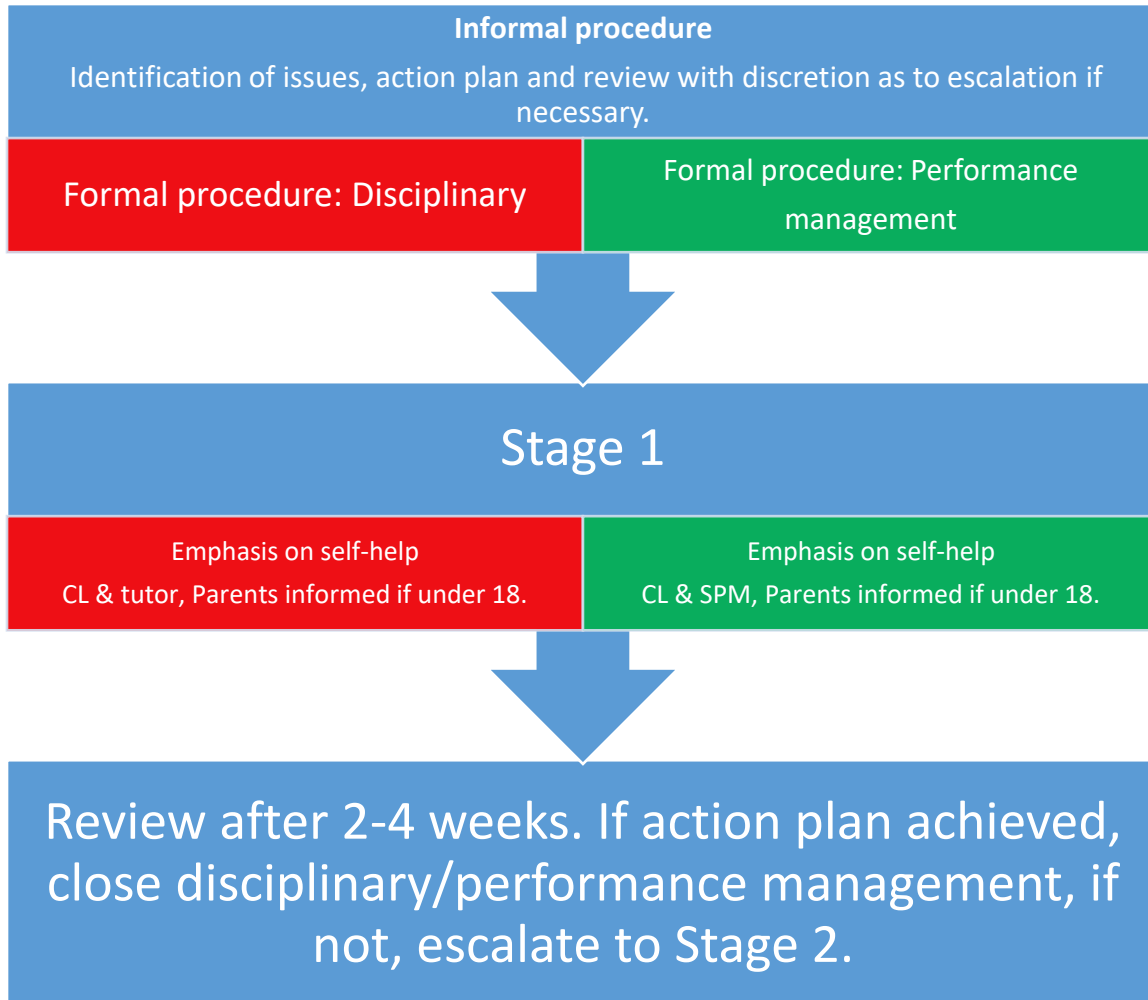
Annex A
dated 10 Jul 17

Student Disciplinary and Performance Management procedure flow chart

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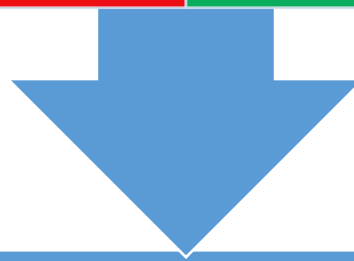
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Stage 2

Emphasis on help provided by Medipro. Parents invited if under 18

Emphasis on help provided by Medipro. Parents invited if under 18



Review after 2-4 weeks. If action plan achieved, close disciplinary/performance management, if not, escalate to Stage 3.

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Stage 3

Student to demonstrate commitment to their studies, parents invited if under 18, MD as appropriate.



Misconduct may warrant entering the process at Stage 2 or 3. This may be following a suspension, depending on the nature of the incident. See Annex B for details



Final review

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Annex B
dated 10 Jul 17

Misconduct

An act of misconduct can result in entry into the disciplinary process at any of the stages, including making the student subject to suspension. The decision as to which stage rests with the CD except in the case of suspension where members of the senior management confirm the final decision.

Misconduct may include (but is not limited to):

- Swearing at or insulting staff;
- Serious breaches of Health & Safety regulations;
- Serious cases of harassment or discrimination against a person or group of people, based on age, race, religion, disability, marital status, sex, gender or gender reassignment, sexuality, maternity or pregnancy;
- Aiming to radicalise vulnerable students or promoting extremist views that are contrary to British values;
- Assaulting students, staff or visitors to the college;
- Dangerous driving on site or assignment
- Deliberately causing damage to Medipro property;
- The use, possession or sale of alcohol, illegal drugs, solvents or other harmful substances, including herbal substances and so-called legal highs;
- Carrying or using any weapon or any item as a weapon;
- Plagiarism, or copying of another person's work to pass off as your own, under any circumstances;
- Inappropriate use of I.T. including cyber or online bullying;
- Any incidents concerning the student that warrant a Police investigation.

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