

MANAGING DIMINISHED WORK PERFORMANCE

PURPOSE:

To provide a process for managing one or more areas of a staff person's work performance.

SCOPE:

Immediate implementation of process

- Identification and documentation
- Discussion and diagnostic
- Develop an action plan
- Monitoring
- Review

Disagreement, grievance resolution and appeal rights

Confidentiality

Storage and destruction of documents

POLICY:

- This policy applies to all staff working for Breakaway Toowoomba Inc.
- The Executive Officer is responsible for ensuring that incidents of diminished work performance are conducted in accordance with this policy. All staff are required to cooperate and actively participate in this process at the Executive Officer request.
- This document is based on the values of Breakaway Toowoomba Inc and complies with Queensland and Federal Industrial and Legislative requirements.

PROCEDURE:

1 Immediate Implementation of Process

Where there are one or more areas of diminished work performance or related conduct, which needs close scrutiny, it is not good management practice to defer this until the next review. Instead, the immediate Supervisor should implement a diminished work performance process as follows:

1.1 Identification and Documentation

Reviewed: 11th January 2010

Ratified By Management Committee: 21st January 2010

Review Date: January 2011

P:\Policies\MANAGING DIMINISHED WORK PERFORMANCE.doc

Approved: 

The Executive Officer will identify and document the area/s of poor performance/conduct through observation or referral, i.e. via the grievance process. This will include documenting the performance standards required by the position. A time will then be arranged with the staff member to meet and discuss the situation.

1.2 Discussion and Diagnostic

The Executive Officer, using the following steps, will raise the issues of concern with the staff member with the aim of correcting the problem in the most effective and timely manner:

(a) What is the problem?

Clearly articulate the requirements of the position to the staff member so that there is a clear understanding between both parties. Include any evidence that supports this. Emphasise the need for individual work performance to meet the position's performance indicators. Emphasise the impact that low performance has on the rest of the team.

(b) What's causing the problem?

Try to diagnose the cause. Do not jump to conclusions about why performance or related behaviour is poor. This may only be a symptom of another problem which may or may not be directly work induced e.g. a sick relative, financial problem or interpersonal conflict.

1.3 Develop an action plan

Jointly develop a plan with the potential to overcome the problem areas. Elements of an effective plan should include:

- (a) what needs to improve and to what standard?
- (b) how is this to be achieved? e.g. closer supervision, training
- (c) who is responsible for each action? e.g. staff member/Executive Officer
- (d) where is this to occur? e.g. on or off the job (e) when the desired outcome is to be attained? e.g. 1 to 2 months (f) why this has to be reached? e.g. implications for the staff member/ team Incorporate or attach this to a covering letter clearly stating that if satisfactory performance is not achieved within the set period then disciplinary action may be taken.

1.4 Monitoring

The Executive Officer or delegate monitors the performance or related conduct of the staff member during the predetermined period and documents this. A review meeting is then arranged with the staff member.

1.5 Review

At the review meeting the staff member will be given feedback on performance. Where a satisfactory standard has been attained then the staff member's development will resume within the normal individual and role development cycle. Where a satisfactory standard has not been reached then the Executive Officer will consult and then decide on one of the following actions:

- (a) extend the assessment period; or
- (b) take disciplinary action in accordance with the disciplinary procedure.

In either situation the staff member will be advised in writing.

2 Disagreement, Grievance Resolution and Appeal Rights

If a staff member disagrees with any aspect of the way the process was conducted, they may lodge a grievance in accordance with the grievance policy.

3 Confidentiality

Strict confidentiality is of the utmost importance with respect to the process. Any unauthorised access, possession, use of or copying of documents relating to performance is prohibited.

Unless otherwise agreed, only the staff member, Executive Officer may have access to the confidential records. An acting supervisor should also have access to these documents.

4 Storage and Destruction of Documents

Original documents are to be kept by the Executive Officer in a secure and locked storage area. The staff member should also retain a copy of the documentation. These documents may be placed on personal files.

Documents are to be kept for a minimum of 3 years after which they are to be destroyed. If the staff member resigns the documents are to be destroyed. If a staff member is dismissed, the documents must be retained for three (3) years.

Approved (Executive Officer) David Bea Date 21.01.10

Approved (Chairperson) Paul Devine Date 21.01.10