

PERFORMANCE MANAGEMENT PROCESS

Process Step	
1.	Clearly identify and assess the problem
	<ul style="list-style-type: none"> • how serious is the problem • how long has the problem existed • how wide is the performance gap i.e. what is expected and what is being delivered
2.	Organise a meeting with the employee to discuss the identified problem
	<ul style="list-style-type: none"> • advise the employee of the purpose of the meeting in advance • allow time for the employee to adequately prepare for the meeting • inform the employee that they can bring a support person of their choice
3.	Conduct the meeting in suitable circumstances and surroundings
	<ul style="list-style-type: none"> • the meeting takes place in private • environment should be comfortable and non-threatening • no distractions or interruptions
4.	Define and explain your specific concerns to the employee
	<ul style="list-style-type: none"> • what the specific problem is (discuss the issue and not the person) • support with objective and documented evidence • why it is a problem • how it impacts on the workplace • what outcomes the employer requires from the meeting
5.	Provide the employee a genuine opportunity to respond
	<ul style="list-style-type: none"> • hear the employee's point of view and other comments • duly consider the employee's explanation before considering your actions • where employee's performance is suffering due to employee's personal circumstances, consider referring to professional help or counselling
6.	Clearly outline improvement required and consequences of continued poor performance
	<ul style="list-style-type: none"> • ensure employee is aware that the task is required of them • ensure employee has been shown what to do • ensure employee understands the gap between what is happening and what is required
7.	Develop a solution with the employee to improve performance
	<ul style="list-style-type: none"> • develop an action plan with the employee to gain 'buy in' • include performance improvement milestones (what is to be achieved over the specified time period) • clarify employee's role and responsibilities • offer assistance/include strategies for training and career development • include time frames for review (which provide adequate time for employee to improve performance)
8.	Schedule another meeting to review performance
	<ul style="list-style-type: none"> • set a date for another meeting to review progress • discuss employee's performance against the agreed action plan
9.	Monitor employee's performance
	<ul style="list-style-type: none"> • provide regular feedback



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In addition to the above, you will also need to consider the following essential points:

1. *Ensure employees clearly understand what is required of them including:*
 - *performance standards for the job have been clearly set out and are reasonable and realistically achievable*
 - *corporate policies and procedures are clearly set out and accessible and employees have been trained in them*
2. *Keep a written record of all underperformance discussions including actions to be taken*
3. *Follow other requirements concerning performance management including those contained in industrial instruments (modern awards and enterprise agreements), employment contracts and corporate policies and procedures*
4. *Ensure due process and procedural fairness by:*
 - *complying with corporate policies and procedures which reflect those requirements and conform with relevant legislation*
 - *complying with the Small Business Fair Dismissal Code where the business is a 'small business employer'*

Contact **Integrated HR Solutions** at www.integratedhrsolutions.com.au for assistance with your performance management and performance development requirements