

Policy on Managing Substandard Employee Performance

Date adopted.....04/06/2018.....

Latest date for review.....23/06/19.....

1. BACKGROUND

OptimumChoice will conduct its business honestly and ethically. We will constantly improve the quality of our services and create a reputation for honesty, fairness, respect, responsibility, integrity, trust, and sound business judgment.

OptimumChoice is governed by a management, the **Corporation Act (2001)** and our policies.

2. PURPOSE

OptimumChoice was established for the purpose of providing quality services to improve the lives of people with disabilities where their individualities are recognised and their safety is paramount.

The purpose of this policy is to specify procedures for managing the sub-standard performance of the Organisation's employees. For the purposes of this policy, sub-standard performance is defined as:

"An identified inability or unwillingness to utilise appropriate skills to carry out tasks associated with a particular position competently and in a manner, which meets the reasonable expectations and service needs of OptimumChoice."

The policy has been framed around principles of natural justice and has been adapted from the Western Australian Public Service Commission's sub-standard performance management procedures.

This applies to all programs and activities.

3. POLICY STATEMENT

OptimumChoice believes that the effective resolution of sub-standard performance is based on the following principles.

Resolution of sub-standard performance:

- Should be seen by employees as a tool for effective human resources management, rather than a punitive action.
- Must be based on timely and accurate identification of nature and the cause of the problem.
- Will not proceed to a satisfactory conclusion until the employee recognises that there is a problem and is committed to making necessary improvements.
- Must be built on the principles of natural justice and current industrial practice which includes informing the employee of the exact nature of the sub-standard performance, providing the employee with opportunities to provide explanations or alternative views, making decisions that are unbiased and seen to be unbiased, and implementing fair and mutually agreed on remedial actions.

4. PROCEDURES

The following procedures are to be implemented to ensure that the Organisation meets the policy objective of managing sub-standard performance in a just and equitable manner:

- 4.1 Recognising that the cause of the problem could be organizational (i.e., unclear duty statement or performance expectations, lack of needed skills or knowledge on the part of the employee, poor job design, counter-productive work environment or negative team environment).
- 4.2 Maintaining a current written policy on managing sub-standard performance.
- 4.3 Ensuring that all staff are aware of the existence of the Policy on Managing Sub-standard Employee Performance and have access to a written copy of the policy.

- 4.4 Bringing any perceived deficiencies to the employees' attention promptly and arranging a formal meeting to discuss the matter.
- 4.5 At the formal meeting, presided over by the employee's supervisor, identify the actual nature of the sub-standard performance and specify any, preferably recorded, examples.
- 4.6 Elicit the employee's own views on the existence, nature or cause of any problem, with a view of coming to a mutual agreement that a problem does actually exist and needs to be remedied.
- 4.7 Jointly formulate a written action plan to resolve the sub-standard performance issue including in it the names of all parties involved in the construction of the action plan, its date of effect, specific areas of sub-standard performance, required standards of performance, timelines for resolution, agreed actions and the names of those responsible for carrying out the actions.
- 4.8 During the period of remediation monitor the employees' work performance regularly and provide written feedback on progress towards achieving desired outcomes.
- 4.9 Undertake a formal re-assessment of the employee's performance at the end of the remediation period established in the action plan.
- 4.10 Provide the employee with a written copy of the re-assessment and invite the employee to provide a written response to both the process and the outcome.
- 4.11 If the sub-standard performance has not been resolved to satisfaction then consider the implementation of disciplinary procedures in accordance with the contract of employment with the employee.

4.12 Advise the employee of his or her rights to lodge a grievance in accordance with the Policy on Staff Grievances.

5. PERFORMANCE STANDARDS

The following performance standards must be met to ensure that the procedures specified in Section 4 are implemented effectively:

- 5.1 All new employees will be provided with a copy of the Policy on Managing Sub-Standard Performance and a staff copy of the policy is kept in each service area.
- 5.2 The employee will be made aware of the sub-standard performance as soon as it has been identified as a problem.
- 5.3 A formal meeting will be held between the employee and the employee's supervisor within two weeks of the employee having been advised of the sub-standard performance and the content and outcomes of the meeting will be documented and provided to both parties.
- 5.4 A formulated joint action plan with the employee will be provided to remediate the sub-standard performance as well as a written copy to the employee.
- 5.5 The action plan will have a maximum limit of six months for remediation.
- 5.6 Monitoring meetings will be held at least monthly for the duration of the action plan and the content and outcomes of the meetings will be recorded and provided to both parties.
- 5.7 A formal re-assessment of the employee's performance will be undertaken at the end of the remediation period or sooner if both the employee and the supervisor agree on it.
- 5.8 The employee will be given the opportunity to provide a verbal or written response to both the process and the outcome.

5.9 In the event of the sub-standard performance has not been resolved to satisfaction, the employer may implement any disciplinary action deemed appropriate in accordance with the contract of employment with the employee.

5.10 The employee will be formally advised of his or her rights to lodge a grievance in accordance with Policy on Staff Grievances.

6. REVIEW OF THE POLICY

This policy will be reviewed on a bi-annual basis. However, if at any time the legislative, policy or funding environment is so altered that the policy is no longer appropriate in its current form, the policy shall be reviewed immediately.