



PERFORMANCE MANAGEMENT

Workplace Relations Fact Sheet – September 2016

Poor Performance

Effective performance management systems are essential to manage poor performance in the workplace.

Poor performance can occur in the following ways:

- Unsatisfactory work performance;
- Non-compliance with policies, procedures or rules; or
- Unacceptable behaviour.

Poor performance should be dealt with promptly and appropriately by an employer. Often employees are not aware that they are underperforming and therefore will be unlikely to change their behaviour.

Performance Management

A consistent approach to performance management will address problems in the workplace. This step-by-step guide will assist to effectively manage poor performance.

Step 1 – Meet with the employee

If an employer has identified that an employee has demonstrated poor performance they should hold a meeting with the employee to discuss the problem. If the employee requests to have a support person present, this should not be refused.

At that meeting the employee should be aware what the performance issues are and how it impacts the workplace. The employee should be given a chance to address these concerns and a discussion should occur between both parties as to how these issues can be addressed. However, the employee should be warned that if their poor performance continues their employment may be terminated.

It is recommended that employers take contemporaneous notes of any meetings with the employee regarding poor performance.

Step 2 – Implement solution and monitor performance

Following the meeting both parties should work together to implement the solution. This solution may involve:

- The employee reflecting on performance expectations;
- The employee participating in training;
- Clarifying roles and responsibilities of the employee; and
- Providing timeframes for improvement.

Following the implementation of the solution, the employee's performance should be monitored. A specific date may also be set for another meeting with the employee to review progress and discuss the employee's performance.



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If following the implementation of the solution the behaviour continues, termination of employment should be considered.

Step 3 – Termination of employment

If an employer is considering termination of employment they should hold a further meeting with their employee to give reasons for their dismissal and an opportunity to respond to those reasons.

If, after that meeting, the employer considers that the employee should be dismissed they should give their employee written notice that their employment will be terminated. Notice of termination can also be paid in lieu. Any unused annual leave and/or rostered days off (RDOs) should also be paid out on termination.

Note: This information is provided for convenient reference only on the basis that it is not to be relied upon without reference to the Workplace Relations Advisers of the Canberra Business Chamber, as the circumstances in each matter are different and no one piece of advice will apply to all circumstances. For more information please contact the Workplace Relations Hotline on 1300 277 881 or wradvice@canberrabusiness.com.