



**EXCELSIA**  
**COLLEGE**  
Sydney - Australia

**Document Name**

**PERFORMANCE MANAGEMENT POLICY AND PROCEDURE**

**Document Number**

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## **Policy**

Expectations of each employee's role and responsibility should be clearly communicated to them. As per the Contract and/or FWA, employees have a right to receive just performance evaluation and disciplinary processes.

## **Purpose and Scope**

To cultivate an environment which upholds and values the work of all employees as we seek to achieve our shared goals.

This policy and procedure applies to all Academic and Professional employees including casuals employed at Excelsia College.

## **Definitions**

**Performance Management** is the process of providing feedback to team members regarding their unsatisfactory achievement or behaviour. This procedure covers the progression of communicating a performance gap to termination should the performance not improve as required.

## **Responsibility**

The following people have a responsibility in relation to this procedure:

- Chief Executive
- Manager Human Resources
- Department Heads
- Supervisors

## Procedure

### Recognise signs of poor performance

- Absenteeism- multiple instances of unauthorised leave, excessive sick leave and frequent unscheduled short- term absences.
- On the job absenteeism- long coffee breaks or time away from desk.
- Reporting to work problems- arriving late or leaving early.
- Failure to meet targets- achievement consistently falls below targets.
- Difficulty in concentration- continually forgets instructions or takes too long to complete tasks.
- Lowered job efficiency- missed deadlines, mistakes due to inattention, lack of care for customer, fall in productivity, does not follow up on requested actions.
- Poor relationships with management, colleagues or customers- overreacting to real or imagined criticism, mood swings
- Failure to comply with regulations, policies and procedures.

### Does a clear standard of performance exist?

Ask yourself the following questions:

- Is there a clear standard of performance and is the employee aware of it?
- Is there a clear and measurable or quantifiable deviation from the performance standard?
- Has the person been fully trained in the job?
- Is there anything in the environment such as poor tools, insufficient information or time, inadequate materials or awkward procedures that makes good performance difficult?

#### NO

A training or communication gap has been highlighted.  
Discuss this with the employee's Manager.

#### YES

Each individual instance of poor performance or behaviour should be discussed informally with the employee as it occurs. If the lack of performance occurs repeatedly or consistently a performance counselling interview is necessary.

### PERFORMANCE COUNSELLING INTERVIEW

#### Step 1: Prepare

- Book a meeting room.
- Prepare for the meeting by gathering information and evidence of the performance standard you require and the employee's actual performance eg. Monthly results.

**Step 2: Open discussion**

- Get straight to the point once the person is seated
- Frame the conversation by stating what will be discussed in the meeting and what outcomes are expected from the discussion.
- Make it clear you are only interested in improving performance not in seeking to blame or punish.

**Step 3: Provide information**

- Focus on the performance gap and provide details, specific information and concrete evidence to exemplify what you are talking about and make it easier for the employee to understand.

**Step 4: Listen actively**

- Allow the person to respond to your comments, speaking freely. Gather information from them.

**Step 5: Redo steps 3 and 4 as often as necessary**

- Do this until the person has accepted there is a performance problem and until you have heard out the person fully.
- If the person does not accept there is a performance problem ensure you are giving clear and specific evidence and try using the broken record technique where you repeat 'this is where we want you to be'. Encourage the person to move forward in the situation rather than attempt to make justifications.

**Step 6: Focus on a solution**

- It is usually best to allow the employee to come up with a solution as you are aiming at commitment not mere compliance.
- You may need to offer suggestions and ideas.

**Step 7: Agreeing on a monitoring procedure**

- It is important the person knows you will be following up to ensure that the necessary performance improvement is made.
- Select a date for review – should not be any longer than one or two weeks.

**Step 8: Make clear the consequences of continued poor performance**

- If performance does not improve, formal warning and termination procedure will follow.

**Step 9: Keep a record of all conversations**

- A file note maybe required, if not record all discussions and dates in a diary should you need to refer to this in the future



## DOCUMENT PERFORMANCE COUNSELLING SESSION

Write a factual summary of the discussion including the employee's performance gaps, dates of performance gaps (if relevant), details of discussion, outcomes and follow up as well as the persons present. Ensure your documentation is:

**Accurate** - record only objective facts and job related behaviour, as it occurs, not from memory.

**Behavioural** - describe specific behaviour rather than making evaluative statements or describing someone's personality.

**Consistent** - Keep the same basic format and level of detail for each person.

### PERFORMANCE IMPROVES

Provide positive feedback at the first sign of improvement.

### ***PERFORMANCE DOES NOT IMPROVE***

Agreed performance improvement does not occur within the agreed time frame. Formal warnings should commence

### **VERBAL WARNING – 1<sup>st</sup>**

Inform the employee that a verbal warning meeting will be conducted. At all times through the formal warning procedure they have the opportunity to bring a support person to the meeting. This person is not to discuss issues, merely be there as a support and to scribe should the person wish them to.

#### ***Step 1: Complete a 'Formal Warning' form***

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- additional action plans that may have been discussed in the meeting.

**Step 2: Hold another performance counselling interview**

- In this serious discussion the intent is to point out the performance gap, explore the reasons for it and jointly arrive at a plan of corrective action.
- Discuss which parts of the agreed performance improvement plan have and have not been actioned.
- Make very clear the consequences of continued poor performance- continuation of the termination procedure and possible dismissal.
- Although this is called a ‘verbal warning’ it is formally documented. Read through the ‘formal warning’ document with the employee that you have completed. A copy of the document should be kept by each party, the person will be asked to sign it however if they chose not to this should also be noted on the document.
- After the meeting add the employee’s responses to the document and add any additional action plans that may have been discussed in the meeting.

**PERFORMANCE DOES NOT IMPROVE**

**WRITTEN WARNING – 2nd**

If the agreed performance improvement does not occur within the agreed time frame a second warning is required.

**Step 1: Complete another ‘Formal Warning’ form**

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**Step 2: Hold another performance counselling interview**

- In this serious discussion the intent is to point out the performance gap, explore the reasons for it and jointly arrive at a plan of corrective action. This will be documented on the form.
- Discuss which parts of the agreed performance improvement plan have and have not been actioned.
- Make very clear the consequences of continued poor performance is dismissal.
- Read through the ‘formal warning’ document with the employee that you have completed. A copy of the document should be kept by each party, the person will be asked to sign it however if they chose not to this should also be noted on the document.

**PERFORMANCE DOES NOT IMPROVE**

## TERMINATION INTERVIEW

- Keep this brief as by this stage all issues should have been covered.
- Advise the reasons for termination.
- Escort the person back to their desk to ensure they do not access any systems and to their car.
- Obtain diary, Keys and any other Excelsia College property
- Try to avoid getting into discussions about the termination.

## General notes

- At the discretion of the employee or Manager other verbal or written warnings can be inserted before the final termination interview if it is deemed necessary.
- There are agreed provisions for **instant dismissal** in certain very specific circumstances. These include stealing, falsifying results and reporting for work incapacitated. Refer to the contract of employment.
- A **performance gap** is a shortfall in the expected performance that can be precisely detailed, measured or quantified in some way. Performance gaps should cover the behaviour of the employee or a work target. First you need a clear performance measure or standard against which to measure the person's current performance. This will assist you to be specific, objective and clear in discussions avoiding personal attacks.

## References and Related Documents

Staff Grievance Policy and Procedure

[National Employment Standards \(NES\)](#)

[Fair Work Ombudsman](#)

[Educational Services \(Post-Secondary Education\) Award 2010](#)