

HEALTH SERVICES ACT 1991
DIRECTIVE OF THE GOVERNOR IN COUNCIL

No. 3/99 TITLE: UNSATISFACTORY PERFORMANCE

Pursuant to Section 27(1) of the *Health Services Act 1991*, His Excellency the Governor, by and with the advice and consent of the Executive Council, has directed that a strategy for unsatisfactory performance be applied within the Department of Health, as detailed in the Schedule.

SCHEDULE

PURPOSE: To specify the principles and requirements for managing unsatisfactory performance within the Department of Health.

1. APPLICATION:

1.1 This directive applies to all health service employees.

1.2 All health service employees shall participate in these processes to manage unsatisfactory performance actively and in good faith.

2. PRINCIPLES:

2.1 A set of principles frame and guide the management of unsatisfactory performance. These principles are:

- (a) Managers must determine performance requirements following consultation with their employees, provide appropriate training and associated resources, monitor performance, provide feedback and counselling and take immediate action if unsatisfactory performance is identified.
- (b) Employees are responsible for achieving the performance requirements of their position.
- (c) Supervisors should ensure effective monitoring of performance and discuss remedies with employees at the earliest possible stage where performance requirements are not met.
- (d) Reasonable adjustments to work processes and physical environment shall be made to enable employees with disabilities to meet position requirements.
- (e) Procedural fairness and objectivity, equity, accountability and confidentiality requirements shall be met.
- (f) Unsatisfactory performance may lead to discipline and ultimately separation from Queensland Health when all other options have been explored.

These principles are to be observed by all health service managers, supervisors and employees.

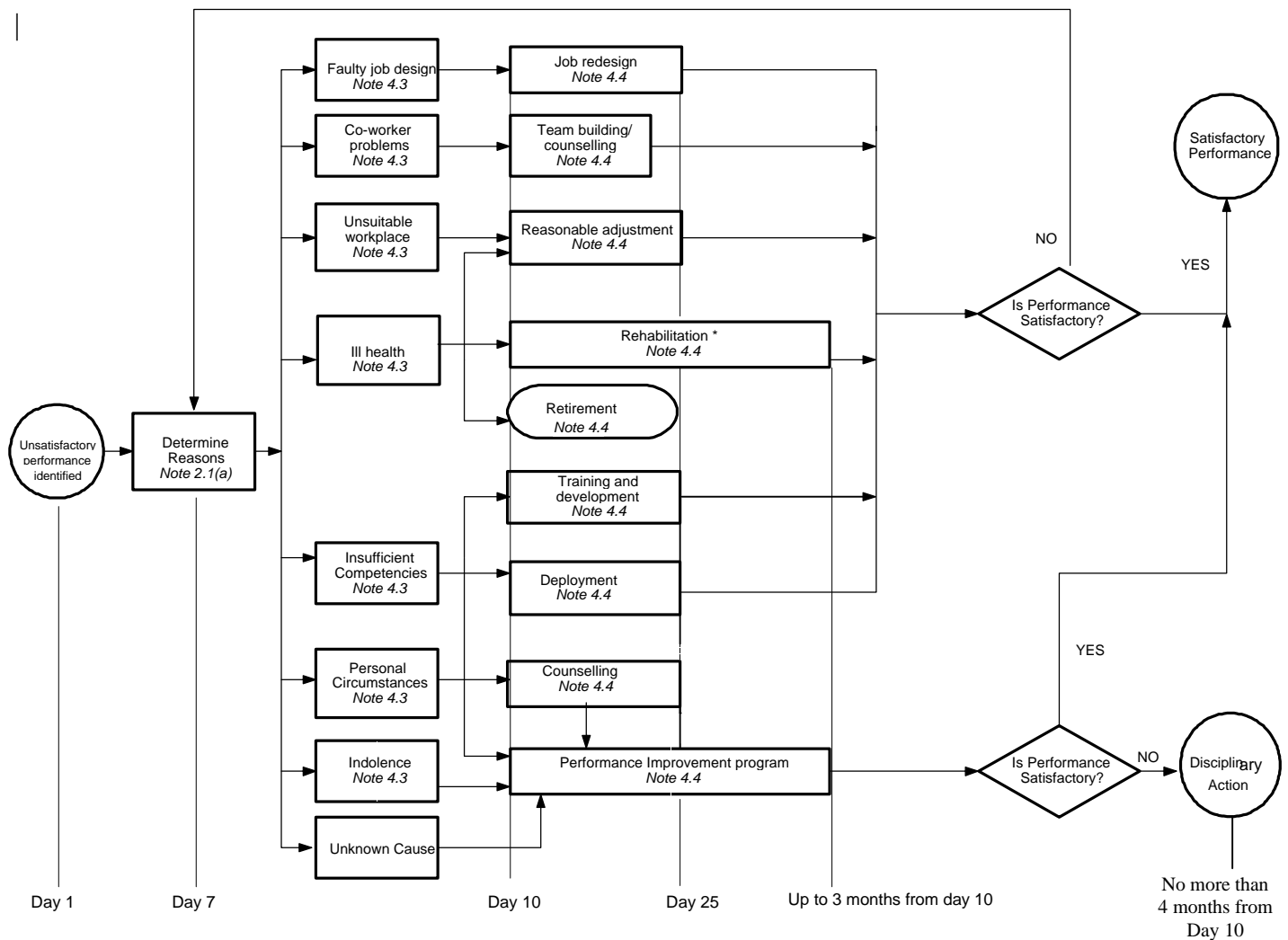
3. MINIMUM REQUIREMENTS:

District Managers and other managers responsible for health service employees shall operationalise the process for managing unsatisfactory performance.

4. PROCESS:

4.1 Queensland Health's processes for managing unsatisfactory performance are based on the model in Section 4.2 below. The timeframes specified in Section 4.2 should be met but, where practical reasons exist, extensions may occur to ensure the ongoing integrity of the process.

4.2 The following diagram specifies the process for managing unsatisfactory performance.



Management of Unsatisfactory Performance of Health Service Employees

4.3 Unsatisfactory work performance shall be addressed:

- through examination of possible direct reasons and influences including faulty job design, problems with co-workers, unsuitable work environment, ill health, insufficient employee competencies, personal circumstances, and indolence;
- through fully involving the employee in deciding the action required. If practicable within the timeframes specified in Section 4.2, this should be with a union delegate present if desired by the employee. If a formal plan is selected, a performance improvement plan should be drawn up for a period of up to three months. However, where the circumstances warrant, this period can be lengthened. A copy of the plan should be lodged with the District Manager or delegate;
- with the involvement of one or more of the following, as determined by employee and manager: a senior line manager; any required support and resources such as a workplace equity officer; appropriate union representative; or an independent investigating officer.

An independent investigating officer should occupy a higher classification level than the employee;

- (d) with the sign off on documentation once a course of action has been agreed;
- (e) through monitoring the employee's progress and providing frequent feedback;
- (f) through determination of the conclusion by reviewing outcomes and making recommendations; and
- (g) by providing information to the employee on whether performance has become satisfactory, or, if unsatisfactory, requires administrative action or a disciplinary process.

4.4 Administrative actions that may be taken include, but are not limited to:

- (a) Job redesign;
- (b) Team building or counselling where there are co-worker problems;
- (c) Reasonable adjustment where the workplace environment is unsuitable;
- (d) Rehabilitation, reasonable adjustment or retirement for cases involving ill health;
- (e) Training and development or deployment, if competencies are insufficient;
- (f) The provision of counselling and other support services in cases where personal circumstances adversely affect work practice; and
- (g) A performance improvement program.