Human Resources Policy

Performance Improvement

Policy Number: G11 (QH-POL-190)
Publication date: January 2014
Purpose: To provide a framework for identifying and improving unsatisfactory performance.
Application: This policy applies to all employees working in and for the Department of Health.
Delegation: The ‘delegate’ is as listed in the Department of Health Human Resource (HR) Delegations Manual, as amended from time to time.

Legislative or other authority:
- Public Service Act 2008

Related policy or documents:
- Performance and Development HR Policy G9 (QH-POL-189)
- Reasonable Adjustment HR Policy G3 (QH-POL-210)
- Discipline HR Policy E10 (QH-POL-124)
- Code of Conduct for the Queensland Public Service

Policy subject:

1. Policy Statement ........................................................................................................ 2
2. Performance Monitoring ............................................................................................ 2
3. Performance Improvement Process ......................................................................... 2

History: ................................................................................................................................ 3

SCHEDULE ONE Performance Improvement Process
1 Policy statement

All employees are required to actively, and in good faith, participate in processes to manage unsatisfactory performance. The focus of a performance improvement process is to provide an employee with support and assistance to improve areas of unsatisfactory performance.

Employees are responsible for achieving the performance requirements of their position. Managers have an obligation to help support employees achieve their performance requirements.

2 Performance monitoring

Managers and supervisors are required to effectively monitor employee performance and discuss performance concerns with employees at the earliest possible stage.

Consideration should be given to possible direct reasons and influences for the performance concerns, including:

- faulty job design
- problems with co-workers
- unsuitable work environment
- ill health
- insufficient employee competencies
- personal circumstances
- indolence.

Reasonable adjustment should be considered for employees with an impairment. For more information on the requirement to provide reasonable adjustment refer to Reasonable Adjustment HR Policy G3.

Prior to commencing a process to address unsatisfactory performance an employee should have been provided with:

- information on the performance expectations, standards and/or requirements, in writing
- appropriate training and associated resources
- feedback and counselling where concerns are identified with performance.

Where appropriate performance expectations, standards and requirements should be determined in consultation with the employee.

When an informal process does not lead to a satisfactory improvement in performance a formal performance improvement process may commence.

3 Performance improvement process

A performance improvement process designed to improve work performance will usually include:

- identification of areas of unsatisfactory performance
- a strategy to improve performance
- clear, appropriate and measurable performance expectations
- timeframes for improvement
- responsibilities (of all parties in achieving the performance expectations)
- potential outcomes if performance does not improve satisfactorily.
A performance improvement process should be documented and supported by relevant evidence to demonstrate performance concerns and improvements. The performance improvement process should meet the requirements of natural justice and be objective, equitable, accountable and confidential.

Unsatisfactory performance either during or after a formal performance improvement process has been completed may result in the commencement of a disciplinary process which may lead to the termination of employment.

Line managers should consult with their local Human Resources (HR) Unit when managing a performance improvement process.

Concerns about the application of a performance improvement process should be raised in accordance with the provisions outlined in Employee Complaints HR Policy E12.

**History:**

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<th>Date</th>
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<tr>
<td><strong>January 2014</strong></td>
<td>• Policy formatted as part of the HR Policy Simplification project.</td>
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<td>• Policy amended to:</td>
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<td>o limit application of the policy to Department of Health employees</td>
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<td>o remove attachment and incorporate content into policy, where relevant</td>
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<td></td>
<td>o update policy to reflect the rescinding of Directive 03/99 – Unsatisfactory Performance</td>
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<td>o update references and naming conventions.</td>
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<td><strong>July 2008</strong></td>
<td>• Developed as a result of the HR Policy Consolidation Project.</td>
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<td><strong>Previous</strong></td>
<td>• IRM 8.3 – Unsatisfactory Performance</td>
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Performance Improvement – Schedule One
Performance Improvement Process

The following information is provided as the minimum mandatory standard practice, procedure or process to enable satisfactory compliance with this Queensland Health HR policy.

Local guidelines/procedures may be developed to facilitate implementation of this policy. Any local guidelines/procedures must be consistent with this policy and schedule and ensure employee entitlements continue to be met.

The following process is recommended when implementing a performance improvement plan:

1 Initial meeting

The manager and the employee should meet, during which the manager should:

- provide clear evidence of the performance concerns to be addressed
- develop clear, objective and measurable job performance expectations and support mechanisms in consultation with the employee
- assign responsibility of each requirement to the appropriate person
- establish the length of the performance improvement plan (e.g. usually three months) and schedule review meetings (e.g. usually weekly or fortnightly)
- remind the employee about Employee Assistance and how to access
- advise of possible outcomes should the employee fail to meet performance expectations (specifically disciplinary action which may include dismissal)
- document the performance improvement plan in writing
- all parties should sign the performance improvement plan however where an employee refuses to sign, this should be noted on document.

2 Review meetings

Regular review meetings should be held during which the manager should:

- review and discuss the performance improvement plan requirements with the employee and decide, against each criteria, whether the employee has met, or has not met the performance requirements for the review period
- provide objective evidence/examples to demonstrate the decision and document within the review meeting notes. The employee should be given an opportunity to comment
- where the performance requirements are not being met, consider the support offered, and whether the employee would benefit from any additional support
- remind the employee about Employee Assistance and the possible outcomes should they fail to meet the performance expectations (e.g. disciplinary action, which may include dismissal)
- sign the review meeting notes along with the employee (where an employee refuses to sign, this should be noted on the review meeting notes)

NOTE: Where a manager observes specific instances of behaviour or performance concerns which do not meet the requirements of the performance improvement plan, these concerns should be raised with the employee as they occur, and revisited in the review meeting.

3 Final review meeting

- In consultation with the employee, decide whether the performance requirements have been met, or have not been met for the duration of the performance improvement plan
• Document the final outcome of the performance improvement plan and advise the employee whether they have met or have not met the requirements of the performance improvement plan.

• Where the performance requirements have been met:
  – revert to the normal performance monitoring through the performance develop process
  – advise the employee they are required to maintain the expected levels of performance and failure to do so may result in disciplinary action, which may lead to dismissal.

• Where the performance requirements have not been met, advise the employee the matter will be referred to an appropriate delegate for consideration of any further action (i.e. disciplinary action).