### PERFORMANCE AND COUNSELLING POLICY

**Introduction**

From time to time, employees may fail to meet [Name of Organisation] standards of work performance or behaviour. In such instances, The Management of [Name of Organisation] is committed to ensuring its employees are provided with a fair opportunity to improve their work performance.

**Objective**

It is the objective of [Name of Organisation], through its management process to provide employees with continual feedback on work performance so that instances of below-standard performance or behaviour are promptly identified and corrected, and instances of good or exceptional performance are recognised

**Policy for Addressing below Standard Performance or Inappropriate Behaviour**

If an employee’s work performance, their attitude or behaviour is below standard, management should :

**Step 1- Identify Concerned Conduct**

* Management identifies the poor performance, attitude or behaviour.
* Management must identify the source of the required standard

**Step 2- Notice to Attend**

* The employee is requested to attend a meeting [Form X]
* The employee has a clear understanding of the precise area of unacceptable performance, attitude or behaviour and the purpose of the meeting, and is invited to have a support person attend the meeting.

**Step 3 – The Meeting**

* Record Meeting [Form X]
* The employee has a clear understanding of the precise area of unacceptable performance, attitude or behaviour and what improvements are necessary.
* Identifies possible solutions, such as additional training or other assistance.
* Management and the employee develop a positive plan for improvement.
* The employee must have no doubt as to the purpose of the counselling and the outcome required.

**Step 4 – Follow up**

* Record Meeting [Form X]
* Review performance and determine appropriate action
* Any failure to correct the poor work performance or behaviour, without an adequate reason, will necessitate further counselling and may include disciplinary action.

Verbal Warning

1. If after step 3 the employee fails to acknowledge the performance/behavioural issues identified, or to agree a plan to address the issues, you may choose to issue a Verbal Warning.
2. Advise them that a repeat or recurrence in the future may result in a formal disciplinary meeting.
3. Record the discussion on the *Record of* *Verbal Warning* form and file it on the employee’s personnel file. A copy is not required to be given to the employee. The Verbal Warning disciplinary action stops here.

Formal Disciplinary Action & Warnings

1. If after the follow-up meeting with the employee (step 4), above, no progress has been made, schedule another meeting with the employee. Once again advise the purpose of the meeting, e.g. to discuss possible disciplinary action, and advise a third party can attend.
2. In the meeting, describe to the employee the initial inappropriate performance/attitude or behaviour, and the perceived failure to act on the agreed processes to rectify the issue. Ask for an explanation for this conduct from the employee (i.e. the ‘right of reply’).
3. Hear the employee out, giving him/her the opportunity to explain what has happened and why the agreed actions have not occurred, or have not worked.
4. Carefully consider the employee’s response and whether there are any mitigating factors which may affect your decision.
5. Advise the employee that you are going to adjourn the meeting and take time now to consider what action will be taken. Advise the employee that this may include:-
   1. Issuing a Formal Written Warning to them or
   2. If it is a more serious situation, suspension pending an investigation, or
   3. Termination of Employment for Serious Misconduct (e.g. theft/assault etc.)
6. Take the time to consider your actions, seek advice if required and prepare for the action you have chosen to take, including completion of the *Record of Interview* form and/or any *Formal Written Warning* or *Notice of Dismissal*.
7. Reconvene the meeting, with the usual fairness procedures, provide the employee with the completed *Record of Interview* form to read, amend if required and sign off (if the employee refuses to sign, make a note of this). A copy of this *Record of Interview* should be provided to the employee and the original placed in their Personnel File. Explain the course of action you have chosen to take, from the following options:-
   1. Formal Warning
      1. Issue the warning to the employee utilising the *Formal Written Warning* form, providing the employee with the original and keeping a copy for filing on the employee’s personnel file.
   2. Termination of employment
      1. Advise the employee that, based on the facts supported by the investigation or the serious nature of the issue (e.g. gross misconduct) that the course of action you have decided upon is to terminate their employment.
      2. Provide them with the *Notice of Dismissal* form and follow through with the appropriate action.

**Step 5 – Closure**

* Disciplinary action is taken if an employee does not, or cannot, benefit from opportunities to improve performance.
* Management may terminate the contract of an employee for below standard work performance or behaviour only after careful consideration and consultation with and the approval of the Senior Management.