

## Managing Poor Performance

**Remember for all staff management, training, reviews and performance discussions, keep a written record of everything.**

- 1) Have clear job standards and training procedures in place.
- 2) Identify that an employee is not performing up to standard.
- 3) Review this with them, ask if skill shortages and offer any training needs. (Ensure training promises are always kept)
- 4) Observe, measure and coach their performance. Train where needed.
- 5) Identify employee is still not performing, request formal meeting re lack of performance, invite them to bring a support person. At meeting ask why their performance is still below expected standards. Gain agreement on steps to move forward, deliver on training promises if any made. If there was no valid reason why performance wasn't up to speed at this meeting, issue a verbal warning. Time frame follow up for a period suitable often this is two weeks. Remind them that they are entitled to support at every meeting and remind them again two days before the meeting, especially if performance has not improved. With verbal warning advise time periods for follow ups and potential consequences if improvement is not achieved.
- 6) Follow up meeting from verbal warning. If performance has improved all is good. Review monthly for six months to ensure standard does not drop again. If performance has not improved, again ask why. Listen to their reasons if they have some. Take time to consider this (an hour is usually a good time frame). If good reason, come up with way to help.

If reasons are not acceptable then issue first written warning, again time frame and advise consequences of no improvement. The employee must know that continued failure will result in their being at risk of termination from their job.

- 7) Follow up meeting from first written warning. If performance has improved all is good. Review monthly for six months to ensure standard does not drop again. If performance has not improved, again ask why. Listen to their reasons if they have some. Take time to consider this (an hour is usually a good time frame). If good reason, come up with way to help.

If reasons are not acceptable then issue second written warning, again time frame and advise consequences of no improvement. Remember to advise that they may have a support person and to remind them again two days before the meeting.

- 8) Follow up meeting from second written warning. If performance has improved all is good. Review monthly for six months to ensure standard does not drop again. If performance has not improved, again ask why. Listen to their reasons if they have some. Take time to consider this (an hour is usually a good time frame). If good reason, come up with way to help.

If reasons are not acceptable then issue final written warning, again time frame and advise consequences of no improvement. The employee must know that continued failure will result in their being at risk of termination from their job. Remind to bring support person.

- 9) Follow up meeting from final warning. If performance has improved all is good. Review monthly for six months to ensure standard does not drop again. If performance has not improved, again ask why. Listen to their reasons if they have some. Take time to consider this (an hour is usually a good time frame). If good reason, come up with way to help.

If reasons are not acceptable after having taken an hour to consider the situation then meet with staff member again and advise them that due to repeated failure to show the required skills, despite every opportunity and training for them to succeed, you are now left with no choice but to dismiss them. Dismissal is effective immediately. Recover all company property (keys, memory sticks, tools etc), Assist them with gathering their personal possessions and escort from premises, remember this will require some sensitivity to be exercised.

After the above confirm dismissal in writing and instruct payroll to pay out their final pay and holiday pay accrued. (Do not ever pre-meditate dismissal and have the letter written before the final meeting, this will create grounds for a grievance against the employer).

Please note that in some cases it is possible to skip the second written warning and go straight to a final written warning.