

	<p style="text-align: center;">Operations Manual 2011</p>
<p>Performance Management - Managing Underperformance</p>	

Marymead's commitment to providing the best possible quality service to all clients means that issues of underperformance and failures to follow procedures and directions need to be addressed. Marymead would be a negligent employer if it ignored these issues as staff would not be given opportunities to develop.

There are two aspects to addressing these issues: an initial informal approach and a formal pathway for serious issues requiring a high level and immediate intervention, and as a pathway when the informal approach has not resulted in the changes needed.

At any time in underperformance and disciplinary action procedures an employee may invite a union representative or another support person to be present.

Informal Process

Regular supervision is used to address performance issues. In most cases this is a straightforward process where the issue and the steps to address it are identified. For example, when a report is overdue the supervisee might agree to complete the report within a week. Both parties will be aware that this issue will be monitored for future deadlines.

Where there are a number of issues or the issue is significant, the issues and the expected outcomes identified and the steps towards bringing about the desired changes will be discussed carefully. Extra supports (more supervision or mentoring for example) and training might be offered. A timeframe for achieving goals will be established. Generally this will be about two months; however, sometimes a shorter or longer period will be appropriate. Both parties will agree and sign off on the goals and timeframe. During the agreed timeframe, regular supervision times will be used to monitor progress. There will be a review of progress at the halfway point and adjustments might be made at this point, or achievements ticked off.

In most cases the agreed outcomes will be achieved in the agreed timeframe. Where there has not been satisfactory progress towards meeting the required standard of work, the supervisor will take the formal pathway to manage underperformance.

Formal Process

The formal pathway for performance management can begin in two ways:

- as a result of a serious breach of the Marymead Code of Conduct, or a significant failure to adhere to guidelines and procedures laid down in program policies and procedures manuals or the Marymead Operations manual; or
- when the informal approach has failed to result in working being performed at the required standard.

The supervisor will inform the staff member that a serious breach has occurred or that the person has failed to reach the required standard of work following a period of support to reach that standard, therefore disciplinary steps are being instigated. Failure to achieve the agreed outcomes could result in dismissal or demotion.

The formal phase will be shorter, usually no more than four weeks.

The issues will be identified, and the required outcomes and a timeframe for achieving them will be set, agreed upon and signed off on. Extra supports, including increased supervision and mentoring may be made available. A second formal meeting will be held midway to review progress. At the final meeting it is hoped that the staff member will be able to demonstrate that he/she has reached the required standard of work. If this is the case, ongoing progress and sustained performance will be monitored in regular supervision.

Failure to reach the required standard will result in disciplinary action including the likelihood of dismissal, demotion or where possible, transfer to other duties.

Some breaches of the Code of Conduct or failures to carry out duties in the agreed way, especially if they involve criminal behaviour, will result in instant dismissal or standing down subject to investigation.

Managing Underperformance and Disciplinary Flowchart

Informal Process	Formal Process
<p>Supervision:</p> <p>Regular supervision detects and manages minor areas of underperformance or failures to carry out duties to a desirable standard</p>	
<p>Meeting 1:</p> <p>When a number of issues or breaches are identified, the supervisor will discuss the issues and set up a timeframe and plan to bring about the required changes. Support offered. Progress monitored in regular supervision.</p>	<p>Meeting 1:</p> <p>As a result of</p> <ul style="list-style-type: none"> • A serious breach of expected behaviour <p>or</p> <ul style="list-style-type: none"> • Failure to reach required work standard after informal process used. <p>Issues are identified, goals set and a timeframe established. Support offered. Progress monitored in regular supervision.</p>
<p>Meeting 2:</p> <p>Progress reviewed and adjustments to plan made if necessary.</p>	<p>Meeting 2:</p> <p>Progress reviewed and adjustments to plan made if necessary.</p>
<p>Meeting 3: Final review results in</p> <ul style="list-style-type: none"> • staff member meeting required outcomes. Progress is monitored in regular supervision. <p>or</p> <ul style="list-style-type: none"> • staff member failing to meet required outcome. 	<p>Meeting 3: Final review results in</p> <ul style="list-style-type: none"> • staff member meeting required outcomes. Progress is monitored in regular supervision. <p>or</p> <ul style="list-style-type: none"> • staff member failing to meet required outcome. The outcome is likely to result in dismissal, demotion or where possible, transfer to other duties.