**MANAGING UNDERPERFORMANCE (INITIAL STEPS) CHECKLIST**

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| **STEP 1: IDENIFY THE ISSUE** | **COMPLETED** |
| Gather specific examples of your employee’s behaviour that is causing an issue and when it is occurring. Gather any documents that demonstrate the issue. |  |
| Record why the behaviour is an issue (affecting the business, other employees, clients, or the safety of the workplace). |  |
| Record clearly how the behaviour needs to change. |  |
| **STEP 2: ASSESS THE ISSUE** |  |
| Before meeting with the employee, consider how serious the issue is and how long it has existed. |  |
| Assess how wide the gap is between what you expect of the employee and what they are doing using their **Performance Review and Development Plan.** |  |
| Consider the possible cause of the issue using an open mind. |  |
| **STEP 3: MEET WITH YOUR EMPLOYEE** |  |
| Meet with the employee as soon as possible as ignoring it will make it worse. |  |
| Notify the employee in advance what the discussion will be about, so they don’t feel ambushed. Use the **Underperformance Meeting Plan Template** to record the discussion and outcomes of the meeting. |  |
| Allow the employee to bring a support person of their choice to the meeting if they want to.  *A support person may be a co-worker, family member, friend, or union rep. Their role is to support, not to speak or advocate for them.* |  |
| Clearly describe the issue, using examples and how it is affecting the business. Invite the employee to respond. |  |
| Explore the issue and possible causes with the employee using open questions. Make sure the employee understands the change that is required. |  |
| Always consider your **body language / impression** you give:   * Face the employee * Adopt an open posture. * Maintain good eye contact. * Be relaxed. |  |
| Fair work provides training on having difficult conversations: [www.fairwork.gov.au/learning](http://www.fairwork.gov.au/learning) |  |
| **STEP 4: JOINTLY DEVISE A SOLUTION** |  |
| Explore possible solutions including employee suggestions. |  |
| Agree on a way to resolve the issue with appropriate support and training. |  |
| Agree on a timeframe for the employee to improve their performance and set a date for a review. |  |
| Record the above decisions using the **Performance Improvement Plan Template.** |  |
| **STEP 5: MONITOR PERFORMANCE** |  |
| Ensure follow up of any training, support, monitoring, and feedback. Be clear. |  |
| Meet with the employee at the agreed time:   * If performance has improved, acknowledge that the issue has been resolved and discuss how to maintain these improvements. Continue to offer support and encouragement. * If performance has not improved, extend, or repeat the above process or consider progressing to the formal steps. |  |
| **STEP 6: KEEP RECORDS** |  |
| It is essential that written and signed records are maintained at all stages of the above process. |  |