

# MANAGING POOR PERFORMANCE CHECKLIST

## MANAGING POOR PERFORMANCE

This is a summary document intended to assist the supervisor, or the executive when undertaking the performance management of an individual employee where they are not meeting the work or conduct standards expected by the County. The document outlines the key steps to consider and document when conducting a performance management process.

<b>Check performance management framework</b>	<b>Documentation</b>	<b>Circle</b>
1. Is there any agreement, County policy or SOP that sets out steps that must be followed when conducting performance review?	Local #1348 agreement, DCEMS SOP or County Handbook policy	<i>Yes / No</i>
<b>Review Preliminary Support</b>	<b>Useful Documentation</b>	<b>Circle</b>
1. Does the employee really understand what is expected of their role?	Job description	<i>Yes / No</i>
2. Are your performance expectations reasonable? Would your standards for performance be seen as reasonable by a 3rd party?	Other Shift Supervisors, Human Resources officer, or Medical Director.	<i>Yes / No</i>
3. Has the employee received appropriate and reasonable support and training to assist them to perform their role?	DCEMS SOP Manual, Name of Mentor, Agenda of Training courses	<i>Yes / No</i>
4. Do you have the following documentation (evidence)?	<ul style="list-style-type: none"> <li>▪ <i>Dates of incidents / copies of complaints / relevant emails or documents</i></li> </ul>	<i>Yes / No</i>
	<ul style="list-style-type: none"> <li>▪ <i>Administrative notes of meetings outlining issues discussed</i></li> </ul>	<i>Yes / No</i>
	<ul style="list-style-type: none"> <li>▪ <i>Copies of useful supporting documentation provided (eg complaints or incident reports)</i></li> </ul>	<i>Yes / No</i>

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1. Have you informed the employee of the standards they are required to meet?	Letter outlining the problem areas and standards required (eg Job Description, SOP, Union Agreement)	Yes / No	
2. Have you informed the employee of the shortcomings in their performance and given them examples?		Yes / No	
3. Has the employee been given an adequate opportunity to respond to the examples and the alleged failure to perform	This could be done in a meeting or in writing Administrative notes of meeting in which opportunity to respond has been provided or written response provided by employee	Yes / No	
4. Has due consideration been given to the employee's response to the examples and alleged failure to perform including any extenuating circumstances?	Administrative notes of meeting in which any response or issues were discussed (eg personal crisis, health issues)	Yes / No	
5. If you are you satisfied that there are genuine performance concerns, what are the next steps to improve performance?	Consider what steps should be taken to address performance concerns (eg performance improvement plan, warning letter) and the period over which their performance will be monitored (eg 4 weeks)  When developing a performance improvement plan consider what support can be provided to assist them to improve	Yes / No	
	Document outlining the Timeline	Planned observations	Yes / No
		Required documentation	Yes / No
		Regular Meetings with employee	Yes / No
		Written evaluations	Yes / No
		Administrative notes of meetings which outline improvement	Yes / No

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	You should address any issues that require a response in any performance improvement plan in administrative notes – for example if the employee said they needed more training set out what additional training will be provided or why you do not consider that additional training is required or appropriate	Yes / No
6. Has the employee been warned that, if their performance does not improve, their employment may be terminated?	Administrative notes with a <b>warning</b> indicating that further disciplinary action will be taken if their performance does not improve which may include termination of their employment, have employee sign the administrative note.	Yes / No

In the event the teacher is unsuccessful in addressing the performance concerns	Useful Documentation	Circle
1. Is the level of under-performance serious enough to warrant dismissal?	Has supervisor considered nature of performance issues	Yes / No
2. Has the employee been given a reasonable opportunity to improve their performance?	Administrative note outlining meetings/correspondence and period given for improvement	Yes / No
3. Was the employee warned that, if their performance did not improve, their employment may be terminated	Administrative note indicating employment might be terminated if no improvement	Yes / No
4. Can you produce evidence of failure to reach the required performance standards?	Administrative notes indicating satisfactory or unsatisfactory performance	Yes / No
	Written feedback on unsatisfactory performance in Administrative notes or employee evaluations	Yes / No

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## Performance Management – Best Practice

Aim to	Avoid
<ul style="list-style-type: none"> <li>▪ <i>Recognise good performance and celebrate 'wins'.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Avoid shying away from difficult conversations.</i></li> </ul>
<ul style="list-style-type: none"> <li>▪ <i>Clearly articulate performance expectations at recruitment interview, in position description and subsequent performance reviews with employees. Performance expectations should include behavioural expectations.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Don't coerce an employee to resign by setting performance targets which are impossible to achieve.</i></li> </ul>
<ul style="list-style-type: none"> <li>▪ <i>Investigate performance concerns before acting on them.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Don't initially put the performance concerns to the employee as fact but as an allegation and seek their response.</i></li> </ul>
<ul style="list-style-type: none"> <li>▪ <i>Generally follow any performance management/ disciplinary policies, especially where that policy forms part of a contract of employment, an award or a workplace agreement.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Don't agree with the employee or his or her representative that warnings or counselling records will be taken off the employee's personnel file.</i></li> </ul>
<ul style="list-style-type: none"> <li>▪ <i>Raise performance concerns with the employee in a timely way. This is important to avoid the suggestion that the employee's poor performance was condoned by the employer.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Don't dress up a performance issue as a redundancy.</i></li> </ul>
<ul style="list-style-type: none"> <li>▪ <i>Consider whether there are any mitigating factors impacting on the employee's performance before taking any disciplinary action. These can include illness, disability, family responsibilities/pressures. These factors need to be carefully managed so as to avoid suggestions of discrimination. Consider whether the poor performance is a product of a personality clash with a manager or colleague.</i></li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>Apply a fair process for managing poor performance.</i></li> </ul>	