



Staff Performance Management Procedure

1. Purpose and Scope

This procedure provides a fair and consistent approach in how to manage staff members who are not meeting expected levels of performance and / or conduct.

This procedure applies to all full-time and part-time staff. This procedure does not apply to the CEO and President whose performance will be subject to review by the Council.

2. Related Documents

This Procedure/Guideline is to be read in conjunction with KOI's:

- Staff development and review policy
- Staff development and review procedure
- Staff probation procedure

3. Definitions

Unsatisfactory performance Where an employee fails to meet the minimum standards relating to the staff members duties, responsibilities or behaviour.

Misconduct Where a staff members behaviour is deliberate and negligent or reckless such as, but not limited to:

- Causing loss, damage or injury through serious negligence;
- refusal to carry out duties and lawful directions;
- serious misuse of KOIs name or property;
- verbal, physical or psychological abuse;
- being intoxicated at work (alcohol or drugs);
- theft or fraud;
- a serious breach of health and safety regulations;
- breach of confidentiality

4. Procedure

This procedure requires actions by the following:

- a. Supervisor
- b. Relevant member of the Senior Executive Group;
- c. Manager, Human Resources; and
- d. CEO / President

5. Roles and responsibilities

5.1 Supervisor

Monitor performance

1. Ensure that as a supervisor you have a thorough understanding of KOIs performance management processes and risks associated with non-compliance.
2. Have a solid understanding that the purpose of performance management is to get the staff members performance back on track and to provide them with the necessary support, training and skills to succeed in their role.



3. Monitor your staff members performance and if you have identified issues provide on the job coaching by taking the time to provide the staff member with timely feedback regarding any performance concerns. Ensure that you have had open discussions with them to identify any underlying issues, where they may need further support/training and clearly set expectations
4. Document any information conversations you have had with a staff member detailing the date and time of discussion, notes regarding what was discussed and any agreed actions. These notes can be documented in the file note template.

Manage performance and conduct

1. Where a supervisor has concerns about the performance of a staff member, the supervisor must meet with the staff member as soon as reasonably practicable to discuss these concerns. When a supervisor has performance management and / or conduct related issues it's important to inform the Human Resources Manager and the senior executive member.
2. Clearly document the concerns you have regarding the staff member's performance and / or conduct
3. Verbally invite the employee to a performance meeting to discuss the concerns:
 - a. Provide at least 24 hours' notice of this meeting and the opportunity for the staff member to have a support person present
 - b. You must not reasonably refuse a staff members request to have a support person. Note: The role of the support person isn't to speak on behalf of the staff member.
 - c. Send a follow up written/email invite which outlines the date and time of the meeting and a general overview of what will be discussed using the performance meeting invite template (cc the Human Resources Manager into the email or provide a written copy)
4. Hold the meeting with the staff member
 - a. Prepare the performance discussion record template with all relevant information prior to the meeting
 - b. Ensure you have a company support person present (either the Human Resources Manager or if unavailable a KOI senior executive member) at the meeting and ask that they document the meeting discussion and staff member's responses in the performance discussion record template
 - c. Open the meeting by confirming the staff member's support persons details or if they have not brought a support person confirm they are happy to continue the meeting without one. Then, advise the purpose of the meeting is to discuss concerns regarding the employee's performance / conduct
 - d. Explain that you will be going through each of the concerns and the staff member will be provided with an opportunity to respond and discuss their perspective regarding each of the matters
 - e. Advise you will close the meeting to consider the employees response and determine the appropriate outcome
5. Consider the staff members response and determine the appropriate outcome
 - a. Before making a decision, it is important to take into consideration the staff members length of service with KOI and any prior warnings / performance conversations that are related to the current concern/s. Once you have considered these factors you can determine the appropriate outcome. This may include: a coaching discussion, a verbal warning, a first written warning, a first and final written warning, termination (for incidents of serious misconduct)
6. Hold a follow-up meeting with the staff member to deliver the outcome
 - a. This meeting should be held as soon as possible after the initial meeting (provided you have had adequate time to consider any of the points raised by the staff member)
 - b. Prepare the performance discussion record template with all relevant information prior to the meeting
 - c. Ensure you have a company support person present at the meeting (either the Human Resources Manager or if unavailable a KOI senior executive member) and ask that they document the meeting discussion and staff member's responses in the performance discussion record template
 - d. Open the meeting by confirming the staff member's support persons details or if they have not brought a support person confirm they are happy to continue the meeting without.
 - e. At this meeting you should advise the staff member of the outcome. You should go through the performance discussion record and confirm what was discussed, the staff member's



- response, the expectations and the consequences should there not be the required improvement
- f. Advise the employee a letter will be issued advising the outcome (first written warning and above) and that they will be placed under a performance improvement plan
 - g. Advise the employee that you will be scheduling a separate meeting to discuss the performance improvement plan
 - h. Ask the staff member to sign the performance discussion record and the receipt of the outcome letter
7. Schedule the follow up meeting to assess the staff member's progress
- a. Coordinate a weekly check in with the staff member to discuss progress informally
 - b. Schedule the initial performance improvement plan meeting and advise the staff member in this meeting expectations around the plan and what timeframes you consider they w
 - c. Schedule follow up performance improvement plan meetings regularly (between 4-8 weeks)
 - d. Keep the Human Resources Manager informed of the staff members progress and take the next steps in the performance management process where required
 - e. At the conclusion of the designated timeframe the staff member is under the plan, if the staff member has met all performance and / or conduct requirements, meet with them to advise they are no longer under a performance management plan.

Managing serious misconduct

1. The supervisor must meet with the senior executive member and the Human Resources Manager to discuss the incident and be involved in any of the planning and actions required regarding the serious misconduct.
 - a. It may be necessary to suspend the staff member on full pay during the investigation, the supervisor must discuss this with the CEO (or a KOI senior executive member if the CEO is unavailable) prior to the suspension being implemented
 - b. An investigation must be conducted immediately and as expeditiously as possible
 - c. The same steps must be followed when meeting with the staff member as outlined above, however the final outcome decision is determined by the CEO (or a KOI senior executive member if the CEO is unavailable)

Termination for ongoing unsatisfactory performance

1. If the performance does not improve after reasonable opportunities have been provided, after the final written warning has been issued, the supervisor must inform the KOI senior executive member and CEO and provide all related documentation, to determine the termination outcome of the staff

5.2 Human Resources Manager

1. Provide the first line of support and guidance to supervisors for any staff member performance or conduct related issues
2. Participate in performance and / or conduct meetings and take accurate notes using the performance discussion template
3. Prepare any warning letters or outcome related documentation
4. Ensure all relevant documentation is recorded in the employee's personal file
5. Promote the use of KOIs employee assistance program to any staff members that are being performance managed

5.3 Senior Executive Member

1. Provide support and guidance to the supervisors for any staff member performance and / or conduct related issues
2. Be actively involved in the planning, meetings and actions of any misconduct issues
3. When a staff member has ongoing unsatisfactory performance, make an informed decisions based on the information presented and determine the outcome. In the event the decision is to



terminate the staff member, the senior executive manager is responsible to provide this outcome to the staff member

4. In the absence of the CEO make informed final decisions on any staff members serious misconduct cases and provide this outcome to the staff member
5. Follow the performance management discussion processes for any disciplinary meetings (including termination meetings) as outlined above in the supervisor responsibilities

5.4 CEO / President

1. In any serious misconduct cases meet with the supervisor, senior executive member and Human Resources Manager to be briefed on the case and review any relevant documentation
2. Based on the information presented at the initial stage of the investigation, determine if it is necessary to suspend the staff member
3. Upon review of all investigation findings make the final decision on any staff members serious misconduct cases
4. The CEO / President is responsible for providing this outcome to the staff member or nominating a senior executive member if unavailable

6. Associated Information

Related documents:

- Performance discussion template
- File note template
- Performance meeting invitation template

Document control

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*****END OF PROCEDURE*****