

Procedure for improving performance

Professional and General Employees

1 Introduction

- a) The University expects every Employee to show competence, care, good faith and compliance with instructions, policies and procedures in the performance of their duties.
- b) If an Employee is not meeting University performance expectations, the University may decide to take action to remedy the performance.
- c) This procedure does not limit a Manager's ability at any time to take measures to assist an Employee to improve their performance. These measures may include but are not limited to:
 - i. arranging performance counselling for the Employee;
 - ii. providing and periodically reviewing a performance improvement plan for the Employee;
 - iii. supporting the Employee to address the unsatisfactory performance and identifying areas where professional development may occur; and/or
 - iv. undertaking any other action that is appropriate.

2 Scope

- a) This procedure applies to Employees engaged by the University under the *University of Western Australia Professional and General Employees Agreement 2017*.
- b) This procedure does not apply to casual or probationary Employees.

3 Improving performance

- a) The Manager will speak with the Employee informally about any performance issue. The Employee will be:
 - i. provided with examples or evidence to demonstrate why their performance is unsatisfactory; and
 - ii. given a chance to respond to the issues raised.
- b) Following the informal discussion, the Employee's performance will be monitored in a manner agreed between the Employee and the Manager.
- c) If after a reasonable amount of time it appears that the Employee has reached the agreed expectations, the process will come to an end.

4 Performance Improvement Letter

- a) If the Employee's performance does not improve, the Manager will advise the Employee in writing of the measures that will be implemented to improve the Employee's performance and the timeframe for these measures to be completed (**Performance Improvement Letter**).
- b) The Performance Improvement Letter is valid for 12 months from the date of issue. If the Employee's performance improves, but then falls below expectations, the performance improvement process may recommence at any time during the 12 month period.

5 Performance Measures

- a) The process for managing performance and tracking progress will be discussed between the Manager and the Employee. The process may include any of the measures listed in clause 1(c) of this Procedure.
- b) If the Employee's performance improves within the required timeframe, the Manager will advise the Employee in writing that the measures to assist the Employee to improve performance have been successful (**Satisfactory Performance Letter**).
- c) If the Employee's performance has failed to meet expectations, with two weeks remaining based on the timeframe set out in the Performance Improvement Letter, and their performance has failed, the Manager will advise the Employee in writing of a final opportunity to improve their performance (**Final Improvement Letter**).

6 Review and decision

- a) If the Employee's performance has failed to meet expectations at the end of the required timeframe, the Manager will advise the Employee in writing either:
 - i. that the timeframe for the completion of the measures to assist the Employee to improve their performance has been extended; or
 - ii. the detail of any disciplinary action recommended to the Director of Human Resources (**DHR**).
- b) If disciplinary action is recommended, the Manager will draft a letter to the Employee (**Disciplinary Recommendation Letter**). A copy of this letter will be provided to the Employee and to the DHR.

Disciplinary action – no termination of employment

- c) If the recommended disciplinary action is not termination of employment, the Employee will have 5 working days after receiving the Disciplinary Recommendation Letter to respond to the DHR.

Disciplinary action – termination of employment

- d) If the recommended disciplinary action is termination of employment, the Employee will have 5 working days after receiving the Disciplinary Recommendation Letter to make a written submission to:
 - i. the DHR; or
 - ii. an Independent Reviewer.
- e) The Independent Reviewer will advise on whether the termination of employment is reasonable in all the circumstances and provide a report to the DHR and the Employee.

7 DHR determination

- f) The DHR will determine the disciplinary action to be taken and notify the Employee of that decision before taking the action. Disciplinary action may include but is not limited to one or more of the following:
 - i. formal written censure or reprimand;
 - ii. counselling;
 - iii. attendance at training;
 - iv. termination of employment;
 - v. withholding of a salary increment;
 - vi. demotion by one or more classification levels or increments; and/or

vii. suspension with or without pay.

8 Associated documents

- a) This procedure should be read in conjunction with clause 52 of *The University of Western Australia Professional and General Employees Agreement 2017*.