In-service 5. Performance Improvement Plan (PIP) Process

The purpose of the Performance Development Plan (PDP) process is intended to assist managers in identifying and managing concerns regarding employees with ongoing performance issues, where informal processes for addressing the identified performance issues have been unsuccessful.

The focus of a performance improvement process is to provide an employee with support and assistance to improve areas of unsatisfactory performance. Employees are responsible for achieving the performance requirements of their position. Managers have an obligation to help support employees achieve their performance requirements.

A performance improvement process designed to improve work performance will usually include:
- identification of areas of unsatisfactory performance
- a strategy to improve performance
- clear, appropriate and measurable performance expectations
- timeframes for improvement
- responsibilities (of all parties in achieving the performance expectations)
- potential outcomes if performance does not improve satisfactorily.

A performance improvement process (PIP) should be documented and supported by relevant evidence to demonstrate performance concerns and improvements. The performance improvement process should meet the requirements of natural justice and be objective, equitable, accountable and confidential.

Line managers should consult with their local HR Business Partner when managing a performance improvement process.

Concerns about the application of a performance improvement process should be raised in accordance with the provisions outlined in Employee Complaints HR Policy E12. Employee complaints HR Policy E12

Nursing and midwifery

Performance development and planning and performance improvement information for nursing and midwifery can be found at:

- Performance development and planning
- Performance improvement process
**PIP Process Stages**

**Step 1 Initial meeting using the Attendance Performance Improvement Plan**

The manager and the employee should meet, during which the manager should:

- provide clear evidence of the performance concerns to be addressed
- develop clear, objective and measurable job performance expectations and support mechanisms in consultation with the employee
- assign responsibility of each requirement to the appropriate person establish the length of the performance improvement plan (e.g. usually three months) and schedule review meetings (usually weekly or fortnightly)
- remind the employee about Employee Assistance and how to access (insert link)
- advise of possible outcomes should the employee fail to meet performance expectations (specifically disciplinary action which may include dismissal)
- document the performance improvement plan in writing
- all parties should sign the performance improvement plan however where an employee refuses to sign, this should be noted on the document.

**STEP 2 Review meetings**

Regular review meetings should be held during which the manager should:

- review and discuss the performance improvement plan requirements with the employee and decide, against each criterion, whether the employee has met, or has not met the performance requirements for the review period
- provide objective evidence/examples to demonstrate the decision and document within the review meeting notes. The employee should be given an opportunity to comment
- where the performance requirements are not being met, consider the support offered, and whether the employee would benefit from any additional support (training, skills development, mentoring, coaching etc).
- remind the employee about Employee Assistance and the possible outcomes should they fail to meet the performance expectations (e.g. disciplinary action, which may include dismissal)
- sign the review meeting notes along with the employee (where an employee refuses to sign, this should be noted on the review meeting notes)

*Note: Where a manager observes specific instances of behaviour or performance concerns which do not meet the requirements of the performance improvement plan, these concerns should be raised with the employee as they occur, and revisited in the review meeting.*

**3 Final review meeting**

In consultation with the employee:

- Decide whether the performance requirements have been met, or have not been met for the duration of the performance improvement plan
- Document the final outcome of the performance improvement plan and advise the employee whether they have met or have not met the requirements of the performance improvement plan
- Where the performance requirements **have been met**:
  - revert to the normal performance monitoring through the performance develop process
  - advise the employee they are required to maintain the expected levels of performance and failure to do so may result in disciplinary action, which may lead to dismissal
- Where the performance requirements **have not been met**, advise the employee the matter will be referred to an appropriate delegate for consideration of any further action (i.e. disciplinary action).
**Indicators for commencement of a PIP**

The following checklist is designed to assist you in making a decision about whether it is appropriate to proceed with moving to a formal PIP.

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<th>ISSUE</th>
<th>YES</th>
<th>NO</th>
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<td>• Clear performance expectations required to achieve to objectives of the role have been provided to the employee.</td>
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<td>• The employee has a current Performance and Development Plan.</td>
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<td>• You don’t believe a more intensive PDP process will address the performance concerns</td>
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<td>• There is documentary evidence to indicate unsatisfactory performance and the employee been provided with an opportunity to respond to these concerns</td>
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<td>• The employee continues to receive ongoing feedback about their work performance.</td>
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<td>• Appropriate supports have been provided to the employee to improve their work performance (i.e. retraining, buddyng, coaching).</td>
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<td>• Other potential causes impacting work performance been explored (i.e. medical concerns, personal circumstances, work environment).</td>
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<td>• Reasonable adjustment has been applied were unsatisfactory performance is due to a medical condition or disability (i.e. work environment adjustments).</td>
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<td>• Any cultural issues been identified and appropriately managed.</td>
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<td>• The employee has been provided with access to services available through the Employee Assistance Program.</td>
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<td>• The employee has been clearly advised of the possible consequences of continued poor performance (i.e. initiation of a formal performance improvement process.</td>
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<td>• A reasonable timeframe been provided to allow for improvement and has this been discussed with the employee.</td>
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If your response is yes to all or most of these questions and can provide documentary evidence of the conversations and meetings that you have had with the staff member it may be appropriate to proceed to a formal PIP. However, support should be obtained from your senior manager and advice sought from your local HR Business Partner prior to initiating a PIP process.