Supporting improved work performance or personal conduct checklist

The process for managing unacceptable work performance or poor personal conduct must be supportive, directed to the positive performance management principles in section 85 of the   
[*Public Sector Act 2022*](https://www.legislation.qld.gov.au/view/html/asmade/act-2022-034)(the Act), and take into account factors including work and non-work related issues that may be affecting the employee.

This checklist can support agencies in deciding if a performance improvement plan (PIP) is needed to support improved work performance or, in certain situations, poor personal conduct, and to guide implementation. Agencies can use this checklist in full or modify it to meet their specific needs.

To help you complete this checklist, examples and explanatory information are shown in *italics*. These are to be deleted.

More comprehensive information about PIPs is contained in the [directive](https://www.forgov.qld.gov.au/pay-benefits-and-policy/directives-policies-circulars-and-guidelines/positive-performance-management-directive-0224) relating to positive performance management, your agency’s policy relating to positive performance management, and the [PIP template](https://www.forgov.qld.gov.au/__data/assets/pdf_file/0023/184082/performance-improvement-plan-template-editable.pdf).

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| **Employee name** | [Employee name] | **Manager name** | [Manager name] |
| **Role title** | [Role title] | **Role title** | [Role title] |
| **Role classification** | [Role classification] | **Date** | [Date] |

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| Background to the areas identified for improvement |
| Provide a brief description of the issue/s–include an overview for each area of improvement identified: ***For example:*** *[Employee name] has missed the deadline for submitting project updates on [number] of occasions and has submitted updates and drafts that have not included key information, have included incorrect information and that have contained typos and errors that require significant editing.*  ***For example:*** *[Employee name] has not treated their co-workers with courtesy and respect and has sent inappropriate emails to their team members and an employee from another team. In team meetings and one on one conversations, [Employee name] has treated co-workers in a disrespectful and inappropriate manner.* |

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| Step one–early intervention It is important for managers to recognise that performance standards can vary and should be considered only in the context of the individual employee’s work performance. Timely, open, regular, and constructive communication is the mutual responsibility of managers and employees, who should work together to improve work performance outcomes. | |
| Early identification of issue/s, feedback, supports, and training and development given to assist the employee to self-correct: | |
|  | A performance and development agreement is in place for the employee. |
|  | Expectations around the employee’s performance are clearly outlined, reasonable and are relevant to their role. |
|  | Feedback conversations have been held with the employee about the area/s for improvement and include clearly evidenced examples of the gap between what’s expected (as outlined in the performance and development agreement) and what is occurring.  *[Attach evidence and/or file notes to the checklist]* |
|  | These feedback conversations include agreed strategies for improvement, measurable outcomes and are documented in an email or file note.  *[Attach emails and/or file notes to the checklist]* |
|  | Where an employee has indicated that non-work related issues are impacting their work performance, reasonable supports or adjustments have been explored and implemented. Non-work related issues that may be affecting an employee could include personal circumstances that may be impacting their work performance. For example, domestic violence, family caring responsibilities, cultural obligations, kinship ties or spiritual practices, or a medical condition.  *[Note–where there is a reasonable suspicion that the employee’s unsatisfactory work performance is caused by a medical condition and the supports put in place have not brought about improvements, agencies may consider their options under section 103 of the Act and the directive relating to independent medical examinations.]* |
|  | The employee has been given a reasonable amount of time to implement the agreed strategies for improvement and to self-correct. |
| *[If the above boxes have been checked and the employee has shown limited progress towards achieving what is expected, it may be reasonable to consider implementation of a PIP to support further improvement. The manager should ensure they have appropriately escalated the matter according to agency requirements and sought support and guidance from their manager and agency HR team. The Employee Assistance Provider’s Manager Assist service may also be useful for support.]* | |

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| Step two–preparing a PIP | | |
| Once all elements of step one have been checked—to demonstrate that sufficient evidence exists that feedback and strategies to improve have been provided to the employee—a PIP can be prepared with the following inclusions: | | |
|  | The expected work performance with agreed measurable outcomes.  *[Measures should be specific and reasonable and provide the employee with a clear understanding of how their work performance will be reviewed against the requirements of the PIP.]* | |
|  | The gaps between the expected work performance and what is occurring. | |
|  | Support to be offered to the employee.  *[Include the details of the agency’s Employee Assistance Program as part of this section.]* | |
|  | The frequency of feedback meetings.  *[Feedback meetings must occur across the duration of the PIP. The recommended frequency is weekly or fortnightly to ensure regular feedback is provided.]* | |
|  | How additional feedback will be provided to the employee. | |
|  | The duration of the PIP, with a specified start and end date.  *[A 12-week PIP is standard, however this can be shortened or extended depending on the circumstances.]* | |
|  | Specific strategies for how the expected work performance can be achieved.  *[This can include strategies such as additional training, mentoring, increased supervision, or other reasonable strategies to support improvement.]* | |
|  | The potential consequences if the expected standards of work performance are not met.  *[Failure to participate in the process or to achieve the expected level of performance improvement by the date of the final review may result in consideration by the chief executive of management action or making disciplinary findings under sections 90 - 100 of the Act and the directive relating to discipline.]* | |
| Before the PIP is implemented, the following should occur: | | |
|  | The employee is advised of the intention to implement a PIP and invited (with a support person, if relevant) to attend a meeting with the manager for the purpose of reviewing and commenting on the contents of the PIP. | |
|  | The employee is given the opportunity to review and comment on the content and structure of the PIP before the plan is finalised. Any feedback given by the employee is considered and where possible implemented.  *[Attach file note of the meeting to this checklist.]* | |
|  | The manager and employee agree on the requirements of the PIP, and it is implemented.  *[Note: a PIP can proceed even if the employee does not agree with or sign the PIP, providing that the employee has been given every opportunity to participate in the process. If an employee believes that a PIP process does not comply with the directive relating to performance management, they may appeal under section 131(1)(b) of the Act.]* | |
| Step three–during the PIP | |
| What must occur to support the employee for the duration of the PIP: | |
|  | Review meetings are scheduled and held between the manager and the employee with support person if relevant, according to the agreed upon schedule. | |
|  | Manager provides feedback to the employee at each review meeting for each area of improvement, or the completion or progress of assigned tasks.  *[This should cover what was required, what was delivered or observed and any gaps between these. Attach any copies of work examples or work tasks which were required of the employee during the review period.]* | |
|  | Employee is given the opportunity to raise any issues, barriers, or concerns and these are addressed by the manager. | |
|  | Manager advises the employee whether their work performance is satisfactory for each area of identified improvement. If the employee has not achieved what is required, the reasons why should be clearly articulated with examples provided. | |
|  | A detailed record of the meeting and its agreed outcomes is provided to the employee.  *[Attach a copy of the record of each review meeting, along with any evidence or documents reviewed during the meeting.]* | |

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| Step four–outcome of the PIP | |
| Considering the employee’s progress across the duration of the PIP and determining the outcome: | |
|  | A final review meeting is scheduled and held between the manager and the employee (with support person if relevant), according to the agreed upon schedule. |
|  | Manager provides a comprehensive summary of the overall assessment of the employee’s work performance against the required tasks and expectations including an overall finding of whether the employee’s work performance in each area of improvement is satisfactory or not.  *[Ensure that any copies of work examples or work tasks which were required of the employee during the PIP period are collated and attached.]* |
| Managers have three options that can be considered at the end of the PIP process: | |
|  | Resume routine local performance monitoring and development processes.  *[This occurs when the employee has demonstrated the required standards of work performance. Communicate the outcome of this to the employee and monitor work performance through the usual performance and development cycle.]* |
|  | Extend the PIP period.  *[This may be recommended when there is significant absence during the initial PIP period, or where additional time will allow the employee to demonstrate sustained improvement, or where none or only some of the work performance standards were met. Any proposed extension to a PIP period must be for a reasonable timeframe and the reason why must be clearly communicated to the employee.]* |
|  | Refer the outcome to the appropriate delegate for consideration of disciplinary or further management action.  *[This occurs when the employee has not achieved the required standards of work performance. Refer to the local HR unit and agency delegate for consideration of disciplinary action.]* |