



MANAGING DIMINISHED PERFORMANCE

Approved: Brad Fish
Chief Executive Officer

Date: 19 / 07 / 05

Considered by the Board at the June 2005 Meeting

PURPOSE:

To define the responsibilities for managing the diminished performance of an employee.

POLICY FRAMEWORK:

PCQ relies on and highly values the contributions made by individuals to the achievement of PCQ goals.

In situations where an employee's performance is diminished such that it is not contributing sufficiently to PCQ's goals, an objective, positive problem solving approach to the improvement of employee performance will be undertaken.

This policy does not preclude a disciplinary procedure or dismissal process being pursued under particular circumstances. The Ports Corporation Award and Certified Agreements outline the disciplinary procedure.

APPLICATION:

This policy applies to all PCQ employees.

POLICY:

Diminished performance can be identified through:

- consistent inability to meet agreed performance objectives and standards, or
- production of consistently unacceptable quantity or quality of work reasonable for an employee in that position, or
- breach of the code of conduct.

This process may be initiated through the performance agreements (PA) system or through other performance issues related to what is expected of all PCQ employees. PCQ must ensure that the employee fully understands any implications of diminished performance and the processes that may follow.

Employees are valuable and valued resources. PCQ acknowledges its responsibility to ensure that employees are properly equipped with the information, skills and resources to undertake the duties required of their position. Employees must ensure that they seek out the information, skills and resources to undertake the duties required of their position. Where

performance is diminished, PCQ will work with the employee to improve performance to a satisfactory level.

The employee and supervisor will discuss any employee performance problems and agree a strategy to improve performance (see Procedures attached). Supervisor or employee may call on another party, internal or external to the organisation, to assist in the process, for example, the employee's PA Review Officer may be appropriate. The employee may secure the assistance of any party at their own expense. If PCQ pays for a party to assist, the party employed will be at PCQ's discretion. The employee must stand by their choice to include a certain person. All parties are bound to accept and include the other parties to the process.

If the performance requirements are not met within the agreed timeframe, the cycle may be repeated. If, given all the information, PCQ considers that the situation is not able to be remedied, a disciplinary or dismissal process may be initiated.

All information pertaining to performance that is recorded by PCQ must be made available to the employee at that time for their comment. All recorded information is to be factual and may be used in the due process of a disciplinary, grievance or dismissal process.

PROCEDURAL IMPLICATIONS:

This policy must be read with the Ports Corporation Award.

Related policies:

- Anti-Discrimination
- Position Descriptions
- Organisational Structure
- Code of Conduct
- Performance Agreements
- Grievance

REVIEW DATE:

The policy should be reviewed by June 2010.

PROCEDURES

1. The Supervisor becomes aware that an employee's performance is diminished.
2. The Supervisor immediately informs the employee of the performance issue, what the appropriate performance would be and arranges a time to discuss the matter further.
3. The Supervisor and employee, and any other nominated parties, discuss the issue and agree a strategy and timeframe to remedy the issue. An agreed outcome must be decided to determine achievement of required performance. The supervisor or employee may call on another party, internal or external to the organisation, to assist in the process.
4. A record of the facts of the situation will be made and must be agreed by the supervisor and employee. This process must comply with the disciplinary process laid out in the Ports Corporation Award and Certified Agreements.
5. All records associated with the matter must be placed on the employee's personnel file. All parties must have ready access to all corporate information pertaining to the employee's performance.
6. Where the employee meets the performance required, the process will cease and usual operating processes for performance will continue.
7. Where the employee fails to meet the performance required, the employee and supervisor may repeat the process.
8. Given the continued failure of the employee to meet the required performance standard, PCQ may consider that the situation is not able to be remedied. A disciplinary or dismissal process may be initiated. In cases where the disciplinary process is initiated, provided the diminished performance process meets the requirements of the disciplinary procedures as outlined in the Ports Corporation Award and Certified Agreements, disciplinary action up to and including dismissal may be taken based on the diminished performance process.