



## HR POLICY

HA-HR-POL-004

## PERFORMANCE MANAGEMENT POLICY

### DOCUMENT CONTROL

<b>File Location:</b>	Administration/Document Management/Policies
<b>Revision Date:</b>	11/04/2019
<b>Reviewed By:</b>	Victoria Brown
<b>Authorised By:</b>	Liz Stringer

This document remains the property of Highpoint Industries. Its contents may not be reproduced without written consent. Once printed this is an uncontrolled copy.

## Table of Contents

1.	<b>OVERVIEW</b> .....	3
2.	<b>SCOPE</b> .....	3
3.	<b>PERFORMANCE REVIEW PROCESS</b> .....	3
4.	<b>PERFORMANCE IMPROVEMENT PROCESS</b> .....	3
5.	<b>GROSS OR SERIOUS MISCONDUCT PROCESS</b> .....	4
6.	<b>RECORD KEEPING</b> .....	5
7.	<b>REVIEW HISTORY</b> .....	5

Highpoint promotes a positive and harmonious work environment, setting clear work outcomes, behavioural standards and expectations, and valuing continuous open communication and feedback.

## **1. OVERVIEW**

The purpose of performance management is to improve performance. It is an ongoing process that includes continuous informal feedback and a once yearly formal review. Feedback is a two-way process, that is, employees also have the opportunity to give management feedback on performance. This policy also covers how diminished work performance and serious or gross misconduct will be addressed.

## **2. SCOPE**

This policy applies to all employees of Highpoint Industries.

## **3. PERFORMANCE REVIEW PROCESS**

The following steps to be undertaken for the once a year formal review:

1. The manager and the employee agree on the date for a performance appraisal meeting to allow time to prepare. A copy of the Performance and Development Agreement Template should be provided to the employee.
2. The manager and employee will meet and openly and constructively discuss performance over the period.
3. The manager and the employee will agree any objectives and outcomes for the next appraisal period.
4. Training and development will be considered as part of the process.
5. Notes should be taken of the meeting and copies kept.
6. Outside of this formal process, employees are encouraged to raise any issues they have when they arise.

## **4. PERFORMANCE IMPROVEMENT PROCESS**

Where warranted Highpoint Industries will use improvement processes to improve performance. Should such improvement processes be unsuccessful in improving an employee's performance, Highpoint Industries may decide to end an employee's employment. Depending on the circumstances, performance improvement action may include verbal or written warnings, counselling or retraining.

Highpoint Industries requires a minimum standard of conduct and performance which will be made clear to employees in management appraisals. If an employee does not meet this standard, Highpoint Industries will take appropriate corrective action, such as training. Formal performance improvement procedures will generally only start when other corrective action fails.

If an employee deliberately breaches business policy or procedure, or engages in misconduct, Highpoint Industries may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee.

Each employee must understand their responsibilities, be counselled and given the opportunity to reach the standards expected of them. Highpoint Industries will give an employee the opportunity to defend themselves before management takes further action.

*Note: If employees have a disability that requires reasonable adjustments to be made to the workplace or job to allow you to work safely and productively, they should raise this with their manager. Highpoint Industries will only refuse such requests on reasonable business grounds.*

The following steps to be undertaken for a Performance Improvement Process:

1. Highpoint Industries will advise the employee of any shortfall in their performance and give them an opportunity to respond.
2. Once they respond, the manager will consider their response and decide if performance improvement action should be taken. Highpoint Industries will provide support such as training where appropriate.
3. If the employee is given a verbal warning, the manager should make a note of it, date it and sign it.
4. The manager will advise the employee in clear terms what they see as the performance problem or the unacceptable conduct. To highlight the deficiency, they should use specific examples, and refer to the correct policy or procedure.
5. The manager will allow the employee to respond before making a decision and consider the employee's responses. The employee may have a support person present at such meetings.
6. The manager will decide if more action is needed.
7. If a written warning is to follow, the manager is to:
  - a) Document it and give the employee a copy;
  - b) Give the employee the opportunity (and their support person the opportunity) to sign the warning;
  - c) Keep a copy on file.
8. The warning must clearly define:
  - a) The deficiency;
  - b) A clear explanation of the expected standard;
  - c) By when the employee needs to achieve it;
  - d) How the business will help the employee achieve the improvement required;
  - e) Consequences of failing to improve.
9. The manager concerned will keep a record of all meetings, training and/or coaching given, and a summary of discussions and put a copy on the employee's personnel file. This should include date, location and time of discussion.
10. They will continue to support the employee and note the support they give, for example, training or counselling.
11. If the employee's performance or conduct doesn't improve, the manager will give the employee a final written warning and follow steps 4–10 above. This document needs to warn the employee in clear terms Highpoint Industries will terminate their employment if there is not enough improvement, and a sustained improvement in, their performance.

*Note: Some circumstances justify going straight to a second or final warning.*

## **5. GROSS OR SERIOUS MISCONDUCT PROCESS**

Summary (instant) dismissal for gross or very serious misconduct is possible (depending on

the facts involved). Management should seek advice before taking this step.

1. The manager is to investigate the alleged offence thoroughly, including talking to witnesses, if any.
2. The manager should ask the employee for their response to the allegation (taking notes of this discussion) and allow them to have representation. The manager should also have a witness present. The manager shall give genuine consideration to the employee's response and circumstances.
3. If still appropriate, following a thorough investigation, the manager can terminate/dismiss the employee.
4. The manager should keep a file of all evidence collected and action taken in these circumstances.
5. Highpoint Industries will send the employee a letter of termination noting brief details.

#### **6. RECORD KEEPING**

All documentation associated with Performance Review and Performance Improvement processes will be kept on personnel files.

#### **7. REVIEW HISTORY**

<b>Revision Date</b>	<b>Section/Paragraph</b>	<b>Amendment</b>