



# Positive performance management directive



## Checklist

Supporting improved work performance





# Supporting improved work performance checklist

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The process for managing unacceptable work performance must be supportive, directed to the positive performance management principles in section 25A of the *Public Service Act 2008*, 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, and to guide agencies in implementation. Agencies can use this in full or modify to meet their specific needs. [More comprehensive information on PIPs](#) is contained in the directive relating to positive performance management, the PIP template and the PIP frequently asked questions.

## Completing the checklist

To help you complete the checklist, editable fields have been inserted where responses apply to your employee and situation. Clickable green buttons have been provided which give you examples and explanatory information to assist you.



<b>Employee name</b>		<b>Manager name</b>	
<b>Role title</b>		<b>Role title</b>	
<b>Role classification</b>		<b>Date</b>	

## Background to the areas identified for improvement

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Provide a brief description of the issue/s—include an overview for each area of improvement identified:



## 1 Step one—early intervention

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.	
	These feedback conversations include agreed strategies for improvement, measurable outcomes and are documented in an email or file note.	
	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, or a medical condition.	
	The employee has been given a reasonable amount of time to implement the agreed strategies for improvement and to self-correct.	

## 2 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.	
	The gaps between the expected work performance and what is occurring.	
	Support to be offered to the employee.	
	The frequency of feedback meetings.	
	How additional feedback will be provided to the employee.	
	The duration of the PIP, with a specified start and end date.	
	Specific strategies for how the expected work performance can be achieved.	
	The potential consequences if the expected standards of work performance are not met.	

## 2 Step two—preparing a PIP (cont.)

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.	
The manager and employee agree on the requirements of the PIP and it is implemented.	

## 3 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.	
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.	

## 4 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.	



#### **4** Step four—outcome of the PIP (cont.)

Managers have three options that can be considered at the end of the PIP process:

	Resume routine local performance monitoring and development processes.	
	Extend the PIP period.	
	Refer the outcome to the appropriate delegate for consideration of disciplinary or further management action.	