

### WORK PERFORMANCE COUNSELLING

Some employees may experience difficulties in performing their work to the minimum standards required by the service. In these situations, the Director (or principal or nominee if it is the Director experiencing difficulties) may choose to provide work performance counselling. This is additional to the educator appraisal system. The purpose of work performance counselling is to give extra support and guidance to educators to help them to meet the minimum required standards, and to assess the educator's progress towards those standards.

#### **Procedure:**

- If it becomes apparent that an educator's performance is unsatisfactory the Director must:
  - advise the employee, in a timely manner, as to how their performance is allegedly unsatisfactory citing relevant performance expectations and providing evidence and examples as appropriate.
  - give the employee a reasonable opportunity to respond to the allegations of unsatisfactory performance and provide details of any mitigating circumstances (e.g. personal issues, medical conditions, workplace conflict or workload issues)
  - provide the employee with a reasonable opportunity to remedy the unsatisfactory performance with reasonable levels of support where appropriate (i.e. training, mentoring, counselling, infrastructure)
  - conduct regular meetings as required to monitor, discuss and document progress towards achievement by the employee of a satisfactory standard of performance
- The Director will take reasonable measures to work collaboratively with an employee subject to a performance management process.
- The Director will take reasonable measures to investigate any mitigating circumstances and take appropriate action.
- Most instances of unsatisfactory performance will be remedied following a supportive and targeted management process, particularly when addressed by the Director as soon as it becomes evident.
- If, during a performance management process, an employee does not demonstrate a reasonable level of improvement in the performance of their duties, the process should progressively increase in its level of formality and structure relative to the nature of the unsatisfactory performance.
- If unsatisfactory performance persists, the Director:
  - Advises the employee that they are able to have a support person in attendance at any meetings related to the management of their unsatisfactory performance.
  - Considers arranging a note taker to attend meetings related to the process.
  - Continues to advise the employee as to the manner in which it is alleged the performance by them of their duties is unsatisfactory, citing relevant performance expectations and providing evidence and examples as appropriate.
  - Identifies further training, resources and support reasonably required for the employee to achieve acceptable standards of performance, involving managerial direction where appropriate.
  - Specifies a period of time that gives the employee reasonable opportunity to remedy the unsatisfactory performance and that appropriately reflects the issues.
  - Continues to conduct regular meetings to monitor, discuss and document progress towards achievement by the employee of a satisfactory standard of performance.



- Provides regular opportunities for the employee to provide alternative view/s, relevant information or details of any arising mitigating factors.
  - Advises the employee that failure to remedy unsatisfactory performance may result in the imposition of a sanction, including the possibility of termination of employment.
  - Advises the employee of services available to them via the service’s grievance procedure (*see appendix27*)
- If an employee’s performance of their duties remains unsatisfactory after reasonable support and opportunity has been provided to remedy the unsatisfactory performance, the Director refers the matter to the Governing Council to determine appropriate action, or otherwise, pursuant to relevant employment legislation or common law provisions.
  - Wilful/serious misconduct may result in termination.

Policy reviewed	Previous modifications	Next review date
March 2021	No changes	2022