

Checklist: Performance Management for Employers

Performance management is one of the most common people challenges managers and employers face in business. Managing performance can be challenging, but a fair and consistent approach helps keep things on track. This checklist outlines the key steps to take and what to consider when addressing performance concerns.

STEP 1: IDENTIFY THE ISSUE

- Is the concern about the employee's conduct, behaviour, capacity or capability?
- Do you have specific examples (dates, incidents, evidence)?
- Have you ruled out external factors (lack of training, unclear expectations, workload issues, personal matters)?

STEP 2: ADDRESS ISSUES EARLY

- Hold an informal conversation to address the concern. Aim to uncover the specific details of the problem the employee is facing and understand what has led them to where you are today discussing performance.
- Be clear on the standard required moving forward.
- Seek solutions the employee is looking for (additional support, training, extra time, etc).
- Identify actions for improvement.
- Record the conversation in a file note for your records.

STEP 3: START FORMAL DISCIPLINARY PROCESS

- Send a written invitation outlining the concerns and purpose of the meeting.
- Allow the employee to bring a support person.
- Provide the employee with the right of reply.
- Communicate possible outcomes of the process.
- Document the meeting in detail.

STEP 4: DISCIPLINARY MEETING

- Conduct the disciplinary meeting.
- Communicate how the meeting will run.
- Provide the employee with the opportunity to respond to the concerns outlined in the meeting.
- Listen to the employee's response and have an open discussion.
- Adjourn the meeting to consider the information presented and identify the next steps/outcome.
- Recommence the meeting and provide the employee with the outcome.
- Outcome to include one or a combination of: no further action, additional training, extra support, performance improvement plan, warning letter or termination of employment.

STEP 5: CONCLUDE DISCIPLINARY PROCESS

- Confirm outcome/s in writing to the employee.
- Save all documentation and correspondence in employee's file.
- Schedule regular check-ins to stay on track.

Always remember

- Don't delay, small issues grow quickly if left unaddressed.
- Always separate capability gaps (can't do the job) from behavioural issues (won't do the job). Be clear on what the concern/s is.
- Procedural fairness is non-negotiable, even in cases of serious misconduct.
- Communicate clearly in writing.
- Apply consistent standards across the team.
- Keep discussions professional, focused on facts not personalities.