



Managing Unsatisfactory and Substandard Performance Policy Explanatory Notes

Employment Policy Framework

These Notes are a guide to support the practical application of the Managing Unsatisfactory and Substandard Performance Policy



Managing Unsatisfactory and Substandard Policy – Explanatory Notes

Employment Policy Framework

1. BACKGROUND

- 1.1 The Explanatory Notes (**Notes**) support the practical application of the Managing Unsatisfactory and Substandard Performance Policy (**Policy**) and in particular the Performance Improvement Process.
- 1.2 The Notes represent suggested practice and are not binding. They are not intended to be procedural instructions and are not a substitute for complying with the requirements of the Policy.
- 1.3 These Notes do not apply to employees who are employed under Part 3 of the *Public Sector Management Act 1994 (PSMA)* and therefore subject to Part 5 of the PSMA. The Public Sector Commission - Commissioner's Guide for Agencies – Managing Substandard Performance provides the procedural requirements for these employees.

2. PROCEDURAL FAIRNESS

- 2.1 There are significant consequences for not providing Procedural Fairness. For example, if a Performance Improvement Process is challenged in the Western Australian Industrial Relations Commission (**Commission**), whether the principles of Procedural Fairness have been afforded to the circumstances of the case may be a fundamental consideration. If the Commission finds that Procedural Fairness was not afforded, and determines that this is a material failure, it is possible that the Performance Improvement Process may be held invalid.
- 2.2 The threshold to ensure compliance with the principles of Procedural Fairness may vary according to the circumstances of each case.

3. CONFIDENTIALITY

- 3.1 It is in the interests of all parties for confidentiality to be observed throughout the Performance Improvement Process. In correspondence, at the commencement of meetings and interviews, participants should be reminded that confidentiality is to be observed.

4. INVOLVEMENT OF OTHER PARTIES

- 4.1 Employees may request a Support Person be present at any meetings held in relation to the Performance Improvement Process.
- 4.2 Employees should be reminded that they may seek advice or support from their union or other person at any stage of the Performance Improvement Process.
- 4.3 An Employing Authority is not obliged to correspond or provide additional copies of documentation to other parties.

5. SUPPORTING MATERIAL

Material supporting the Performance Improvement Process is also available:

- Performance Improvement Plan Template

6. PERFORMANCE IMPROVEMENT PROCESS

The following sets out the steps required in the Performance Improvement Process:

PHASE 1: IDENTIFYING UNSATISFACTORY PERFORMANCE

Step 1	The Manager identifies and documents Unsatisfactory Performance.
1.1.1	The Manager should identify Unsatisfactory Performance as soon as practicable after it occurs.
1.1.2	Where there is doubt about what is Unsatisfactory Performance, contact HR for advice.
Step 2	The Manager, with advice from HR, identifies the appropriate Decision Maker in accordance with the Authorisations Schedule for the relevant Employing Authority.
1.2.1	Only the position to which the relevant powers and responsibilities have been delegated or authorised can be the Decision Maker.
1.2.2	The authority to exercise the power and scope of decision-making powers and responsibilities are stipulated by the Employing Authority's Authorisations Schedule.
1.2.3	Any conflict of interest, perceived or real, should be identified and managed by the Decision Maker.
Step 3	The Manager advises the Decision Maker they are proceeding to Phase 2. Go to PHASE 2.
1.3.1	The Manager determines the best method of communication to advise the Decision Maker.
1.3.2	The Manager is to inform the Decision Maker at this step, the Decision Maker is not required to make any decisions or take any action.

Note: Phase 2 will be used by the Manager as an informal means for addressing Unsatisfactory Performance before proceeding to formalise the process at Phase 3.

PHASE 2: MANAGING UNSATISFACTORY PERFORMANCE

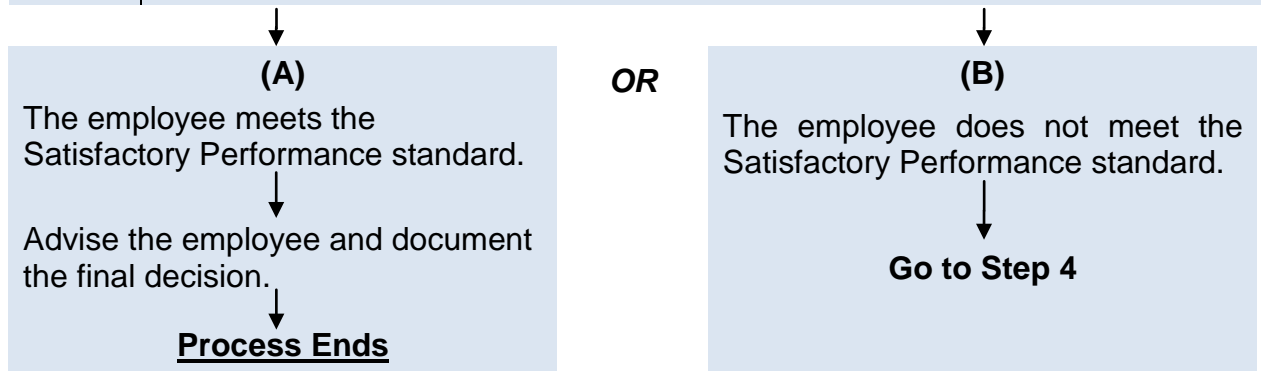
- Step 1** The Manager, after seeking advice from HR, initiates discussions with the employee within 14 days of identifying and documenting Unsatisfactory Performance.
- Any discussions with the employee must be professional, respectful and supportive. The Manager must ensure:
- (a) confidentiality;
 - (b) the employee is provided adequate notice of the purpose of the discussions; and
 - (c) the nominated venue for any discussions is appropriate.
- During the discussions, the Manager must clearly identify:
- (a) the Unsatisfactory Performance and impact on the workplace;
 - (b) possible causes of Unsatisfactory Performance;
 - (c) what is Satisfactory Performance;
 - (d) expected improvements required to reach Satisfactory Performance including any support and resources to be provided;
 - (e) that failure to reach a Satisfactory Performance standard may result in a Performance Improvement Plan; and
 - (f) that failure to successfully complete a Performance Improvement Plan may result in a finding of Substandard Performance which may lead to a Sanction being imposed.
- The Manager will maintain their own records of any discussions with the employee.
- 2.1.1 Phase 2 should be used by the Manager as an informal means of addressing Unsatisfactory Performance before proceeding to formalise the process at Phase 3.
- 2.1.2 The employee may request a Support Person be present, which should not be unreasonably refused by the Manager.
- 2.1.3 The impact of Unsatisfactory Performance on the workplace may include, but is not limited to:
- (i) a reduction in workplace efficiency and productivity;
 - (ii) a negative impact on other staff members performing at a Satisfactory Performance Standard;
 - (iii) a negative impact on workplace culture;
 - (iv) an increase in workplace incidents; and
 - (v) a negative impact on service delivery.

- 2.1.4 Possible causes of Unsatisfactory Performance may include, but are not limited to:
- (i) personal issues such as health, financial or family matters;
 - (ii) difficulty managing work/life balance;
 - (iii) inadequate skills or abilities to achieve a Satisfactory Performance standard;
 - (iv) lack of access to training and development;
 - (v) poor attitude or behaviours;
 - (vi) lack of motivation; and
 - (vii) unclear performance expectations.
- 2.1.5 Where the employee believes the expected Satisfactory Performance standard is unreasonable, the Manager should provide the employee with an opportunity to consider and discuss the expected Satisfactory Performance standard of the position.
- 2.1.6 The support and resources provided to the employee may include, but are not limited to:
- (i) an agreed mentor or buddy;
 - (ii) relevant training courses;
 - (iii) access to necessary tools and resources;
 - (iv) ongoing constructive feedback and encouragement; and
 - (v) access to the Employee Assistance Programme.

Step 2 | The Manager should ensure the employee is provided with a reasonable opportunity of not less than 4 weeks from the first discussion with the employee, before proceeding to Step 3.

2.2.1 A reasonable opportunity is determined by the Manager and may include a period of time of not less than 4 weeks.

Step 3 | Following ongoing discussions with the employee, the Manager assesses the employee's performance and determines:



2.3.1 The Manager documents their decision in writing for their own records and verbally advises the employee of the decision in **Phase 2 Step 3(A)**.

Step 4	The Manager advises the Decision Maker they are proceeding to Phase 3. Go to PHASE 3.
2.4.1	The Manager determines the best method of communication to advise the Decision Maker.
2.4.2	The Manager is to inform the Decision Maker at this step, the Decision Maker is not required to make any decisions or take any action.

PHASE 3: MANAGING ONGOING UNSATISFACTORY PERFORMANCE - PERFORMANCE IMPROVEMENT PLAN (PIP)

Step 1	<p>The Manager with advice from HR, completes the PIP using the PIP Template, which includes:</p> <ul style="list-style-type: none"> (a) the identified Unsatisfactory Performance; (b) expected Outcomes including identified tasks and Objectives to meet Satisfactory Performance; (c) the support and/or resources to be provided to the employee to meet the required Outcomes; and (d) duration of PIP being a minimum of 3 months, except where the following applies: <ul style="list-style-type: none"> (i) extending the duration of the PIP; (ii) repeating the PIP process; (iii) finding of Substandard Performance and repeating Phase 3; or (iv) where there is a recurrence of previously identified Unsatisfactory Performance within 12 months of finalising the Performance Improvement Process.
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Note: All Objectives documented in the PIP must comply with Specific, Measureable, Achievable, Relevant and Time-bound (**SMART**) principles.

- 3.1.1 The information included in the PIP Template should follow the SMART principles. The SMART principles communicate what, how and when something will be done and how it will be measured
- 3.1.2 The SMART principles are as follows:
 - (i) **SPECIFIC** – The use of clear, concise and specific communication while focusing on factual information without ambiguity.
 - (ii) **MEASURABLE** – The Objectives expected of the employee should be measurable by quantity, quality and/or time.
 - (iii) **ACHIEVABLE** - The Objectives set are realistic and can be met consistent with the requirements of the position and the support and/or resources available.
 - (iv) **RELEVANT** –The Objectives need to be relevant so the employee understands how the Objectives relate to their position.

- (v) TIME-BOUND – Setting reasonable and clear timeframes for the employee to improve their performance to a Satisfactory Performance standard.

3.1.3 Where there is more than one identified Unsatisfactory Performance, each should be documented in the PIP template separately if they require different Objectives and Outcomes.

Example: The first identified Unsatisfactory Performance of an employee may be regularly missing deadlines and the second identified may be repeatedly failing to consult with relevant stakeholders. Both of these are different examples of Unsatisfactory Performance and must be managed separately in the PIP.

3.1.4 The support and resources provided to the employee may include, but are not limited to:

- (i) an agreed mentor or buddy;
- (ii) relevant training courses;
- (iii) providing ongoing constructive feedback and encouragement; and
- (iv) access to the Employee Assistance Programme.

3.1.5 When considering the duration of the PIP, the Manager will take into account the following factors:

- (i) the nature of the Unsatisfactory Performance;
- (ii) the timeframes required for improvement;
- (iii) the availability of necessary support and/or resources;
- (iv) the availability of the parties;
- (v) the attitude, effort and willingness of the employee to improve their performance to a Satisfactory Performance standard; and
- (vi) repeated or recurring Unsatisfactory Performance.

Step 2

The Manager arranges a brief meeting with the employee for the purpose of providing the employee with written confirmation of the PIP which includes:

- (a) identifying the Unsatisfactory Performance;
- (b) confirming this Policy will apply;
- (c) explaining the process to date i.e. Phase 1 & 2;
- (d) a copy of the PIP, Policy, JDF and any other relevant documents that support the expected Outcomes;
- (e) a proposed meeting time and venue within 14 days of receipt of the letter;
- (f) providing an opportunity to respond in writing to the proposed PIP (not less than 7 days);
- (g) confirming the right to seek advice and access to a Support Person;
- (h) duration of the PIP; and

(i) the consequences of not meeting a Satisfactory Performance standard, which may include an extension of the PIP duration, a further PIP or a finding of Substandard Performance that may result in a Sanction imposed.

The employee is not expected to respond to the PIP at this meeting.

3.2.1 The purpose of the meeting is to notify the employee that the Manager is proceeding to **Phase 3**.

3.2.2 The Manager is to provide written confirmation of the PIP and is not required to discuss the details of the PIP at this meeting.

3.2.3 This meeting does not form part of the first or subsequent meetings as part of the PIP.

3.2.4 The Manager will provide sufficient written detail to ensure the employee can understand the identified Unsatisfactory Performance.

3.2.5 The Manager should clearly specify the consequences in writing of not meeting a Satisfactory Performance standard.

Step 3

The Manager explains the PIP at the first meeting and discusses any written response received from the employee. The Manager will outline expectations, reasonable timeframes, any resources to be provided including training and frequency of subsequent meetings.

Note: HR, on request of the Manager will attend PIP meetings. The Manager is responsible for ensuring all meetings are recorded and copies of the updated PIP are provided to the employee as soon as possible following each meeting and prior to subsequent meetings.

3.3.1 The employee is not obliged to provide a written response to the Manager.

3.3.2 If the employee requests an extension to respond in writing to the proposed PIP, such a request will not be refused unreasonably by the Manager.

3.3.3 The Manager genuinely considers the employee's response to the PIP, including any requests to amend the PIP.

3.3.4 The PIP may be amended at the first meeting with the employee, taking into account any requests for training and/or support or any other matters which would assist the employee to meet a Satisfactory Performance standard.

3.3.5 The Manager discusses the PIP process with the employee and provides the employee with an opportunity to ask any questions regarding the PIP.

Step 4 Following the first meeting and prior to subsequent meetings, the Manager must:

- (a) ensure the employee has an updated copy of the PIP;
- (b) review the PIP Objectives and timeframes;
- (c) continue to monitor the employee's performance against the PIP;
- (d) ensure the employee is provided with ongoing support and any identified resources in a timely manner;
- (e) continue to provide the employee with ongoing constructive feedback; and
- (f) document all discussions and associated correspondence with the employee.

- 3.4.1 The Manager will assess the employee's progress, following a review of the employee's performance against the PIP Objectives.
- 3.4.2 The timeframes may be extended depending on the circumstances.
- 3.4.3 If the identified support and/or resources cannot be provided within the PIP timeframe, the timeframe may be extended.
- 3.4.4 If the parties become unavailable during the PIP timeframe the PIP may be suspended until the parties become available.
- 3.4.5 The PIP Objectives and Outcomes cannot be amended.
- 3.4.6 Ongoing constructive feedback is not limited to scheduled PIP meetings. Constructive feedback should be provided throughout the Performance Improvement Process.
- 3.4.7 The Manager should ensure all communication throughout this process is recorded and maintained.

Step 5 At each of the scheduled subsequent meetings, the Manager will:

- (a) assess and discuss with the employee their ongoing performance against the PIP Objectives, including any improvements and areas where there is ongoing Unsatisfactory Performance;
- (b) provide the employee with the opportunity to assess their ongoing performance against the PIP; and
- (c) remind the employee of the PIP duration and the consequences of failing to meet a Satisfactory Performance standard, which may include an extension of the PIP duration, a further PIP, or a finding of Substandard Performance that may result in a Sanction imposed.

3.5.1 The Manager should use clear and concise language in all communication with the employee.

3.5.2 The Manager should ensure the employee is given reasonable opportunity to assess their own progress against the PIP Objectives.

Step 6 Prior to the final PIP meeting the Manager undertakes a final assessment of the employee's performance against the PIP Outcomes and determines whether the employee has:

- (a) successfully met the PIP Outcomes for Satisfactory Performance; or
- (b) made considerable improvements, but has not successfully met the PIP Outcomes for Satisfactory Performance; or
- (c) not made considerable improvements and has not successfully met the PIP Outcomes for Satisfactory Performance.
- (d) The Manager must advise the Decision Maker of the final assessment. The Decision Maker must be satisfied with the process before the Manager can proceed to Step 8.

3.6.1 When undertaking the final assessment of the employee's performance, the Manager should consider:

- (i) the ongoing performance against the PIP Objectives;
- (ii) the employee's participation in the PIP;
- (iii) any feedback, if relevant from an agreed mentor or buddy;
- (iv) any support and/or resources provided to the employee;
- (v) the JDF, Policy and any other relevant documents used as part of the PIP; and
- (vi) whether the employee has met the PIP Outcomes.

3.6.2 The Manager determines the best method of communication to advise the Decision Maker.

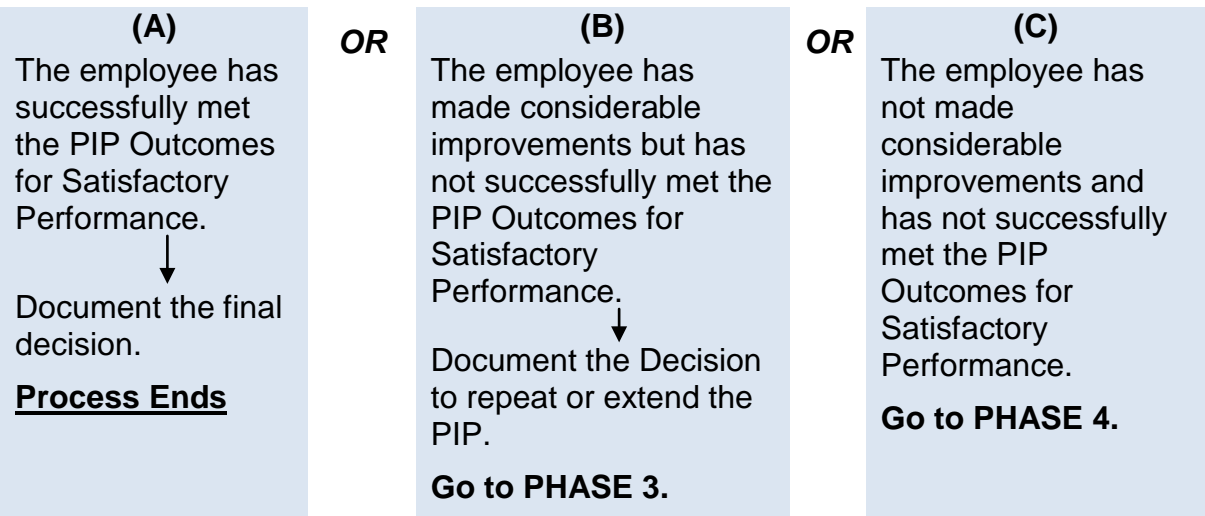
Step 7 At the final PIP meeting the Manager:

- (a) advises the employee of the decision at Step 6;
- (b) confirms the decision in writing; and
- (c) provides the employee with an opportunity to respond in writing.

3.7.1 The employee is not obliged to respond.

3.7.2 The Manager genuinely considers the employee's response, if any, before finalising their decision.

Step 8 (a) The Manager considers any response provided by the employee, including any issues cited in mitigation and advises the employee in writing of the final decision:



Note: At Phase 3, Step 8(C), the Manager can only proceed to Phase 4, if the Manager has the authority pursuant to the Authorisations Schedule or after referring the matter to the identified Decision Maker.

Note: If within 12 months of a PIP process ending, there is a recurrence of Unsatisfactory Performance proceed to Phase 3. The duration of subsequent PIPs will be determined by the Manager and does not have to be a minimum of three months. If there is not a recurrence, the process ends. Any future Unsatisfactory Performance beyond 12 months must commence at Phase 1.

PHASE 4: SUBSTANDARD PERFORMANCE

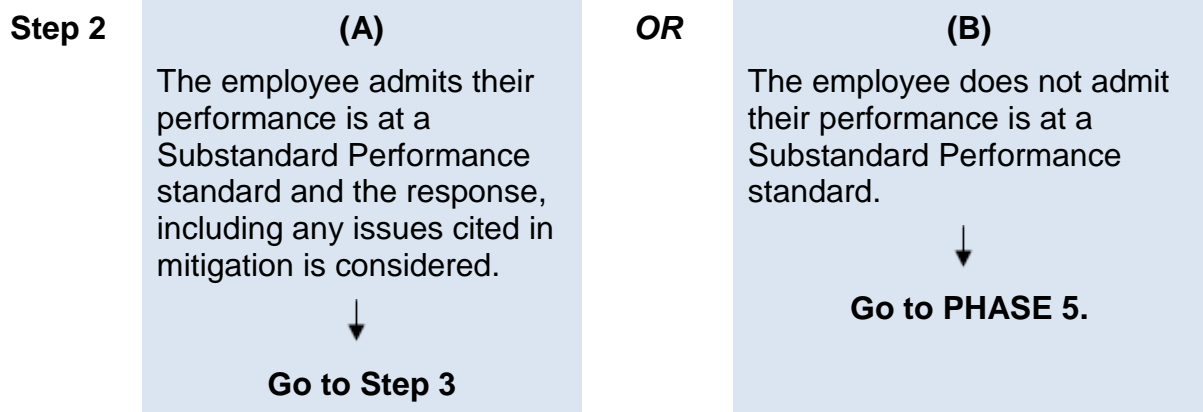
The Decision Maker:

Step 1 Reviews all documentation and proposes to form the opinion that the employee is performing at a Substandard Performance standard, and informs the employee in writing of their proposed opinion and proposed Sanction. The proposed Sanctions available are:

- (a) to withhold for such period as the Employing Authority determines an increment of remuneration otherwise payable to an employee;
- (b) a reduction in the level of classification of the employee; or
- (c) termination of employment.

The employee is provided an opportunity to respond in writing, with not less than 7 days, to the proposed opinion and proposed Sanction prior to a decision being made.

- 4.1.1 Once the Decision Maker has made a proposed finding and proposed Sanction, the Decision Maker should, with the assistance of HR, advise the employee in writing within 14 days of making that decision.
- 4.1.2 The Decision Maker should identify in writing the reasons for their proposed finding and proposed Sanction.
- 4.1.3 Sufficient information should be provided to the employee to allow them to comment on the proposed finding and proposed Sanction.



- 4.2.1 The employee is not obliged to provide a response to the Decision Maker's proposed finding and proposed Sanction.
- 4.2.2 The Decision Maker considers the employee's response, to the proposed finding and proposed Sanction including any mitigation, before finalising their decision and the action to be taken.
- 4.2.3 In considering any response, the Decision Maker may reconsider all the information available including any new information provided by the employee.
- 4.2.4 A Substandard Performance Investigation must be undertaken if no response is provided by the employee or if the employee does not admit their performance is at a Substandard Performance standard.

Step 3	Advises the employee in writing of the final decision and any Sanction to be imposed. Where the Sanction is not termination, the employee will be advised that Phase 3 will be repeated.
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- 4.3.1 Advises the employee in writing of the final decision and any action to be taken within 14 days of a final decision being made.

Step 4	Dependant on the final decision and the Sanction imposed, refer the matter to the Manager to: Repeat PHASE 3 or <u>Process Ends.</u>
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- 4.4.1 The Manager does not make any decisions at this step, the Decision Maker only refers the process back to the Manager if Phase 3 is to be repeated.

4.4.2 If the final decision is termination of employment, the process ends.

Step 5 Document and report the final decision to the Manager and HR.

4.5.1 Document and report the final Outcome of the Performance Improvement Process to the Manager and HR.

Note: The Decision Maker can only propose a Sanction within the powers authorised or delegated to them in accordance with the Employing Authority's Authorisations Schedule. If the Sanction the Decision Maker considers most appropriate exceeds the powers delegated or authorised to them they must refer the matter to a Decision Maker with sufficient authority.

PHASE 5: SUBSTANDARD PERFORMANCE INVESTIGATION

Note: This Phase applies where an employee does not admit to a Substandard Performance standard and Phase 4 is continued.

The Decision Maker:

Step 1 Directs the commencement of a Substandard Performance Investigation; determines the scope and appoints an investigator in writing.

5.1.1 The investigation scope sets out the parameters of the Substandard Performance Investigation into whether the performance of the employee is substandard as agreed by the Decision Maker and the investigator.

5.1.2 The investigation scope illustrates what the Substandard Performance Investigation will involve, in particular that the investigation is limited to the Performance Improvement Process and the PIP. The investigation scope may also specify the parties to be interviewed and timeframes in which the investigation is to be concluded.

Assistance may be sought from HR or any other relevant party when determining the investigation scope.

5.1.3 The investigation scope should be documented in writing and signed by the Decision Maker and investigator.

5.1.4 An investigator is appointed in writing. The Decision Maker may appoint a relevant person within, or external to the Employing Authority, or an organisation, as the investigator.

The Decision Maker may seek assistance from HR or any other relevant party when identifying and appointing an appropriate investigator.

5.1.5 A Decision Maker cannot be involved in, or undertake any part of the Substandard Performance Investigation.

5.1.6 If not conducting the Substandard Performance Investigation, HR will liaise with the investigator to facilitate the investigation. HR will provide the investigator with access to the relevant policies, any other resources required and act as the primary point of contact for the investigation.

Step 2 | Informs the employee in writing of the decision to proceed to a Substandard Performance Investigation and identifies the appointed investigator.

5.2.1 The Decision Maker with the assistance of HR should inform the employee in writing of the decision to undertake an investigation and confirm the appointed investigator. As part of the investigation process the employee should be advised that they will be interviewed by the investigator.

5.2.2 The employee should also be advised that a substantiated finding of Substandard Performance may lead to a Sanction imposed. The available Sanctions should be listed.

The investigator:

Step 3 | Conducts the Substandard Performance Investigation in accordance with the agreed scope.

5.3.1 An investigation should not exceed the agreed investigation scope.

5.3.2 An investigation may include matters of mitigation identified by an employee.

5.3.3 An investigator is required to observe the principles of Procedural Fairness during an investigation and address any conflicts of interest, perceived or real.

Step 4 | Submits their findings that the employee is performing at a Substandard Performance standard as substantiated or not substantiated within the agreed investigation scope and based on the available evidence.

5.4.1 Unless specifically directed to do otherwise, an investigator should make no further findings beyond the agreed investigation scope.

The Decision Maker:

Step 5 | Receives and considers the written investigation report.

5.5.1 The Decision Maker should receive a written investigation report from the investigator outlining the investigation process and their findings.

The investigation report should include, but is not limited to:

(i) scope of investigation;

(ii) summary of employee's interview;

(iii) summary of other persons interviewed;

(iv) overall summary of evidence;

(v) assessment of evidence;

(vi) findings – that the employee is performing at a Substandard Performance standard as substantiated or not substantiated within the agreed investigation scope and based on the available evidence; and

(vii) documents relied upon during the Substandard Performance Investigation.

- 5.5.2 The investigation report should **not** include:
- (i) findings based on performance outside of the PIP or documentation not put to the employee as part of the Performance Improvement Process; or
 - (ii) recommendations in relation to a Sanction or any other matter.

5.5.3 The Decision Maker should be satisfied that the findings of the investigation report are reasonable based on the information available. HR may provide initial advice in this regard.

Step 6 Advises the employee in writing of the proposed opinion and proposed Sanction to be imposed. Where the proposed Sanction is not termination, the employee will be advised that Phase 3 will be repeated. The employee is provided an opportunity to respond in writing, with not less than 7 days, to the proposed decision and the proposed Sanction imposed prior to a decision being made.

5.6.1 The Decision Maker considers the employee's response to the proposed opinion and proposed Sanction including any mitigation, before finalising their decision and any action to be taken.

5.6.2 In considering any response, the Decision Maker may reconsider all the information available including any new information provided by the employee.

5.6.3 The employee is not obliged to provide a response to the Decision Maker's proposed opinion and proposed Sanction.

Step 7 Dependent on the final decision and the Sanction imposed, refer the matter to the Manager to:
Repeat PHASE 3 or Process Ends.

5.7.1 Advises the employee in writing of the final decision and any action to be taken within 14 days of a final decision being made

5.7.2 The Decision Maker refers the process back to the Manager if Phase 3 is to be repeated.

5.7.3 If the final decision is termination of employment, the process ends.

Step 8 Document and report the final decision to the Manager and HR.

5.8.1 Document and report the final Outcome of the Performance Improvement Process to the Manager and HR.

Note: The Decision Maker can only propose a Sanction within the powers authorised or delegated to them in accordance with the Employing Authority's Authorisations Schedule. If the Sanction the Decision Maker considers most appropriate exceeds the powers delegated or authorised to them they must refer the matter to a Decision Maker with sufficient authority.

7. TERMS AND DEFINITIONS

Term	Definition
Decision Maker	The person occupying the nominated position authorised under the relevant Employing Authority's Authorisations Schedule to make decisions in regard to commencing, progressing and imposing a Sanction.
Employing Authority	An Employing Authority established under the HSA which the time of publication includes: <ul style="list-style-type: none"> • Child and Adolescent Health Service; • East Metropolitan Health Service; • Health Support Services; • North Metropolitan Health Service; • South Metropolitan Health Service; • WA Country Health Service; and • Quadriplegic Centre.
Industrial Instrument	An Award or Agreement of the WA Industrial Relations Commission.
Manager	The person to whom an employee directly reports and/or the person that manages the resources, strategic direction and information of an employee's immediate work area.
Objective	A target the employee is expected to achieve in order to meet the Outcome.
Outcome	A responsibility, standard or requirement expected of the role, derived from, but not limited to the JDF, work standards or instructions, Industrial Instruments, manuals, policies, procedures, guidelines, professional standards, codes, legislation and any other job functions or standard applicable to the employee.
Performance Improvement Plan (PIP)	A mechanism used to identify and document Unsatisfactory Performance, set measurable Objectives and define achievable Outcomes that must be performed within a reasonable duration.
Performance Management Review	An evaluation of an employee's performance and behaviour which includes a plan for performance Objectives, identify development opportunities and establish behavioural expectations over a designated duration. This does not form part of the Performance Improvement Process.

Sanction	<p>The proposed Sanctions available to the Decision Maker pursuant to section 159(1) of the HSA are:</p> <ul style="list-style-type: none"> (a) to withhold for such period as the Employing Authority determines an increment of remuneration otherwise payable to an employee; (b) a reduction in the level of classification of the employee; or (c) termination of employment.
Satisfactory Performance	<p>The minimum standard an employee is reasonably expected to perform, attain or sustain in the performance of their position.</p>
Substandard Performance Investigation	<p>The investigation pursuant to Phase 5 of the Policy.</p>
Substandard Performance	<p>The performance of an employee is substandard where the employee does not, in the performance of the functions that the employee is required to perform, attain or sustain a standard that a person may reasonably be expected to attain or sustain in the performance of those functions (section 158(1) of the HSA).</p>
Support Person	<p>A person of the employee's choice to attend meetings with the employee. The role of a Support Person is to provide the employee with emotional support. The Support Person is not to act as the employees advocate, or to speak on their behalf.</p>
Unsatisfactory Performance	<p>Where an employee is not achieving the required Satisfactory Performance standard of the position. Specifically, where an employee's performance is below the standard required to meet the performance Objectives of the position held.</p>



**This document is available in
different formats, upon request from
a person with disability.**

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