

A photograph of a person's hands writing on a document on a wooden desk. A white coffee cup is visible in the upper left. The scene is brightly lit, suggesting a window nearby. A blue semi-transparent box is overlaid on the center of the image, containing the text for the webinar.

WEBINAR: Managing Poorly Performing Employees

HOUSE KEEPING

TODAYS PRESENTER



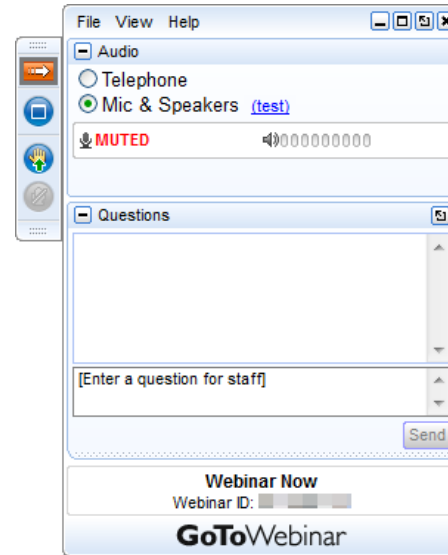
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HOUSE KEEPING

DETAILS

- Webinar time – 40 mins
- Question time – 10 mins

Recording & files will be available to download following the webinar.



Session Outline

1. Definition
2. Understand the causes
3. Performance vs misconduct
4. Confronting the issue (i.e. informal management)
5. Deal with repeated issues (i.e. formal management)

Managing Performance



What is poor performance?

Poor performance can be best defined as *‘when an employee’s behaviour or performance falls below the required standard’*.

Poor, or “underperformance” may include:

- Not performing duties to the required standard
- Displaying negative or disruptive behaviour in the workplace
- Failing to comply with workplace policies, rules or procedures

What causes poor performance?

Common reasons for poor performance

The more common are:

- Unclear expectations or guidelines
- Lack of feedback
- Mismatch between the skills required for the role and the employee's capabilities
- Personal issues
- Workplace bullying

Poor performance vs misconduct

Performance deals with ability
Misconduct deals with behavior

Poor performance looks at whether the job, which the employee is being paid to do, is being done properly.

Condonation

Poor behavior which is *known* about and *not acted* upon is *condoned*.

That which is condoned cannot form the basis of future disciplinary action.

Confronting poor performance (1)

There are six rules you should observe when confronting a poor performing employee:

1. Never confront in anger
2. Do it immediately
3. Do it in private
4. Be specific
5. Use data
6. Be clear



More formal action

1. Identify the problem
2. Assess and analyse the problem
3. Meet with the employee to discuss the problem
4. Devise a solution
5. Monitor performance

Plan the Meeting in advance (1)

Identify and assess the problem

- identify the behaviour that concerns you, along with specific examples (dates, customer complaints you have received, etc.)
- how serious the problem is
- how long the problem has existed
- how wide the gap is between what is expected and what is being delivered.

Decide on a location

- you need to be able to have an open, frank one-to-one conversation in private
- face to face is more effective than telephone or email, as the employee can see the matter is being taken seriously

Plan the Meeting in advance (2)

Room layout

- sitting opposite someone with a table in front shows formality
- sitting next to someone can be less threatening

Allow sufficient time

- don't rush
- allow time for a break to gather your thoughts or obtain more information
- give yourself some breathing space after the meeting, as you could be emotionally drained.

Plan the Meeting in advance (3)

Organise the meeting with the employee

Advise them:

- Time, date and location
- The purpose, so they can adequately prepare for it
- That they can bring a support person of their choice (including an employee representative)

Meeting with the employee (1)

Set the right tone

- begin the conversation by explaining the purpose of the meeting
- set out the structure of the meeting
- agree standards of behaviour required during the meeting
- adopt a calm and professional manner
- reassure them about confidentiality — both prior to and after the meeting.

Remember,
focus on the issue and
not the person!



Meeting with the employee (2)

State what the issues are and give evidence

- Tell them what the problem is and why it is a problem
- Give specific examples and refer to dates, documents, work or specific interactions
- Explain the impact the problem is having on the individual, the team and the organisation

Ask for an explanation

- Listen to what they have to say — they may need to let off steam
- Keep an open mind and don't jump to conclusions
- Acknowledge their position and any mitigating circumstances
- Introduce your questions and explore the issues together

Meeting with the employee (3)

Agree a way forward

- explore ideas by asking open questions
- emphasise common ground
- keep the discussion on track
- focus on positive possibilities, and
- offer assistance, such as further training, mentoring, or redefining roles and expectations.

Ultimately, you may need to **MAKE A DECISION** — you are in charge!

Remember, an employee who has contributed to the solution will be more likely to accept and act on it.

After the meeting

Document any agreement and give a copy to the employee.

This should set out:

- agreed outcomes with dates and standards required
- any support or training to be provided by the manager
- any consequences if the agreement is breached

Monitor and feedback on progress and continue to provide support where agreed.

Feedback

To be fully effective, feedback should be:

- based on open, two-way communication;
- timely and regular;
- factual and specific;
- understood;
- honest and constructive; and
- followed up.

SUMMARY

Review:

- Today's webinar recording
- Download the slide deck

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TELL US WHAT YOU THINK..

You'll be given a short survey when you close out of the webinar. We'd really appreciate it if you could take a few moments to tell us your thoughts on today's webinar.



Thank you for joining us!

