### **Managing Unsatisfactory Performance Plan**

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| **Subject Officer’s Name:** | |  |
| **Job Title and Classification Level:** | |  |
| **Division/Institute/Region/School and Unit:** | |  |
| **Supervisor:** | |  |
| **Reviewing Officer:** | |  |
| **Date of Managing Unsatisfactory Performance Plan Sign-off meeting:**  **Location of Discussion and names of those in attendance:** | |  |
| **Duration of Managing Unsatisfactory Performance Period:**  Plan Signed:  Expiration date | | X weeks/months from date of signing of Managing Unsatisfactory Performance plan.  / /  / / |
| **DEFINITIONS:**  **Managing Unsatisfactory Performance Period:** | refers to the designated assessment and review period of a formal Managing Unsatisfactory Performance program during which the Subject Officer’s performance is assessed, reviewed and evaluated to determine whether performance targets have been met. | |
| **Managing Unsatisfactory Performance Plan:** | refers to the structured review document and program agreed between management and the Subject Officer which sets out the targets to be achieved during the Managing Unsatisfactory Performance period and the review dates, strategies and responsibilities of all parties to the plan to achieve the specified performance targets. | |
| **Subject Officer:** | refers to {subject officer name} | |
| **Supervisor:** | refers to {supervisor’s name} (or anyone acting in their position) | |
| **Absenteeism:** | refers to the level of working time lost due to illness, personal or other circumstances | |
| **Scheduled absences:** | refers to pre-approved leave such as recreation leave, accrued days off, long service leave | |
| **Unscheduled absences**: | refers to leave that does not have prior approval such as sick leave, requests for personal time at short notice, special leave due to natural disasters, bereavement leave etc. | |
| **JOB DESCRIPTION AND DUTIES TO BE PERFORMED:**  The position description for {Role Title} is attached (to be reviewed and clarified where necessary). Duties of critical importance for the purpose of this plan are:  (**For example** – *TAFE Teacher)*   * *Effectively manage the progress of the students through their learning and comply with agreed standards of progress and recording of student interaction.* * *Efficiently plan and manage visits to facilities so that the facilities have notice of when the visits will occur and are able to plan for those visits.* * *Develop effective and professional working relationships with students and facilities.* * *Effectively contribute to the operation of the Institute team*   As a {Role Title} and public servant, the Subject Officer is also required to adhere to/comply with the following:   * *Code of Conduct for the Queensland Public Service and DETE Standard of Practice* * Insert others or amend above as necessary (eg Awards, Agreements, TAA etc). | | |
| **HOURS OF WORK**  The required hours of work are xx per week.  (The hours are to be worked in the format of 5 x 7.25 hour days (Monday – Friday) or whatever the arrangement is.)  (**For example** – *TAFE Teacher*)   * *Please note that the required hours of work of a TAFE teacher under the award are 36 ¼ with 32 of those hours required to be programmed and a minimum of 21 contact teaching hours.* * *Hours of work may be programmed across 5 days Monday to Friday between the hours of 8.00 am and 9.00 p.m. and 8.00 a.m. to 6 p.m. Saturdays in accordance with current work pattern agreement and the TAFE Teacher’s Award – State 2003 and Department of Education, Training and Employment TAFE Educational Employees Certified Agreement 2009.* * *Any work scheduled outside of these hours which would attract casual/overtime payments* ***must be approved by the Supervisor prior to being undertaken****.* * *Note whether Accrued Time Off is applicable or not.*   **(Each case will be specific. Contact your local/regional HR or Workforce Relations for more information.)** | | |
| **OBJECTIVES AND PERFORMANCE INDICATORS FOR EFFECTIVE PERFORMANCE:**  The objective of the current Managing Unsatisfactory Performance plan is to assist the Subject Officer to improve his/her attendance, relationships with management and efficiency in student management, particularly in relation to:   * List areas requiring improvement | | |

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| **PART A: CODE OF CONDUCT/ATTITUDE/BEHAVIOUR**  **Non-compliance with objectives within Part A of the review and specific objectives in Part B of the review marked MANDATORY are deemed unacceptable and may result in disciplinary action being taken independent of the outcome of this performance plan.** | | |
| **Objective** | **Performance Indicator** | **Measurement** |
| The Objectives in Part A should be the goal associated with the Code of Conduct, Attitude and Behaviour.  Examples:   * *Compliance with hours of work specified under the relevant award and industrial instruments and operational requirements of the institute.* * *Attendance* * *Compliance with the* Code of Conduct*.*for the Queensland Public Service and DETE Standard of Practice. | The Performance Indicators must be specific ways in which the objectives can be achieved. These examples can include, but not limited to:   * *To improve absenteeism levels to within the industry accepted standards of 3% (7 days per annum).* * *Attendance and full participation in all scheduled meetings including team meetings, institute meetings and communication corridor sessions.* * *Compliance with lawful directions and reasonable management requests; respectful conduct and participation in meetings.* * *Respectful and co-operative behaviour towards colleagues and supervisors/management with particular reference to Code of Conduct provisions relating to respect for the law and system of government and respect for persons.* | The measurement is the how the performance will be tracked. For example:   * *Absenteeism should not exceed 1.75 days during the review period.* * *The three percent absenteeism range assessed will be based on unscheduled uncertified absences such as sick leave and special leave (with or without pay). Certification in the form of a medical certificate will be required for all absences due to illness.* * *Patterns of unscheduled absences, certified or uncertified, will be scrutinised.* * *The absenteeism rate will not incorporate any pre-approved/scheduled recreation leave taken by in the period. Absence figures will incorporate both full and part days of absence.* * *Any absence from scheduled staff meetings to be negotiated with the Supervisor and approved prior to meeting, otherwise the Subject Officer is to attend all meetings as scheduled.* * *Any incidents of non-compliance with directions given to be documented and discussed at next review meeting.* |

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| **PART B: GENERAL**  NOTE: The objectives should be aligned with the requirements of the Role Description.  Performance Indicators should be specific information on what is required of the employee to meet performance standards.  Measurement is the measurable outcome of performance and consequences of non-performance. | | |
| **The objectives should be aligned with the requirements of the Role Description.**  What does the employee have to do in their role to be satisfactory? | **Performance Indicators should be specific information on what is required of the employee to meet performance standards.**  How does the employee know what they have to have done to prove they are satisfactory? | **Measurement is the measurable outcome of performance and consequences of non-performance.**  How will the employee know if they have achieved satisfactory standards? |
| ***Example***  *Update, monitor and report on budget records, trends and variations relevant to Unit on a monthly basis* | * *The Subject Officer is to develop a template to record the budget, trends and variations to be discussed at the first review meeting.* | * *The Subject Officer is to utilise the template to provide a monthly report to the manager on the 1st day of each month.* |
| ***Example***  *TAFE Teacher:*  *Effective teaching delivery* | * *The Subject Officer is to demonstrate a capacity to self manage and clearly demonstrate teaching best practice as assessed by nominated teaching supervisor.* * *The Subject Officer is able to clearly articulate and explain the course content to students using a variety of teaching styles and approaches.* | * *The Subject Officer will have classroom supervision sessions conducted during the period of this plan. The Subject Officer will have one class assessed each week for the period of this Managing Unsatisfactory Performance plan. These sessions will be conducted by a Principal Teacher or Leading Vocational Teacher as agreed. The Subject Officer may have a union representative present during the supervision sessions as an observer on their request.* * *The Subject Officer will be judged on their ability to effectively teach and manage a class. The Subject Officer must be deemed as competent in all performance indicators by the classroom assessor in particular:*   + *Relates course assessment requirement clearly to students*   + *Provides quality written resources to students as required*   + *Clearly demonstrates course content knowledge*   + *The Subject Officer is approachable and provides assistance to students individually and as a group*   + *The Subject Officer completes class attendance lists, grades and COS reports to the required AVETMISS standards*   *Of the students attending at 80% or greater of the classes (including all students with a valid reason to be absent) the Subject Officer is to receive an overall satisfactory rating from 90% of student evaluations. The rating scale is a 1-5 scale with ‘3’ meaning satisfactory.* |

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| **TRAINING TO BE UNDERTAKEN**  There is an expectation that the Subject Officer will familiarise themselves with relevant departmental and Institute policies and procedures (available on the departmental Intranet site). The Supervisor will provide clarification on policy content/interpretation where a reasonable request is made.  (In accordance with PART B: General Teaching, the Institute will provide the necessary funding and support to enable the Subject Officer to successfully achieve the performance indicator “Achieve completion of TAA”.)  The following training will be conducted to assist the Subject Officer in satisfying the requirements of this plan.  THIS SECTION WILL NEED TO BE AMENDED DEPENDING ON WHETHER TRAINING IS CONSIDERED APPROPRIATE, IF IT IS REQUESTED etc. **EXAMPLES BELOW.**   * *Code of Conduct training* * *Instruction, mentoring, coaching and advice will be provided by the Supervisor or relevant staff member (as directed/arranged by the Supervisor) as required*   Where Behavioural Issues have been considered, to complete the PIP process, there needs to have been a demonstration that behaviours have improved to a satisfactory level. |
| **SUBJECT OFFICER RESPONSIBILITIES AND COMMITMENTS:**  **Employees** are responsible for participating in the planning, competency development, review and improvement stages of the performance management process, which includes discussing their job, their abilities and development needs and setting realistic goals for their own performance. This information will be found from the measurements in the plan.   * The Subject Officer is to attend and participate in all staff meetings and scheduled performance review meetings unless prior permission has been obtained for absence. * The Subject Officer agrees to comply with the provisions and requirements specified of her in this Managing Unsatisfactory Performance program including:   **For example**:  *submitting reports on a monthly basis.*   * *The Subject Officer agrees to display patience and professionalism at all times and act in accordance with the Respect for Persons provision of the departmental Code of Conduct. This includes taking direction from her supervisors.* |
| **SUPERVISOR RESPONSIBILITIES:**  **Supervisors/Managers** are responsible for working with employees to ensure the performance management process is followed, including coaching, mentoring and monitoring of employees’ performance and conducting regular reviews.   * To undertake regular review meetings (as specified) with the Subject Officer to discuss performance and any impending risk factors that may need to be managed to ensure the Subject Officer performs effectively. * To provide reasonable direction and instruction to the Subject Officer. * To assist in problem resolution and assessment of appropriate strategies to avoid the Subject Officer being unable to complete her duties. * To provide support and encouragement. * To make a determination on the outcome of the PIP process within 10 days of completion and communicate the final review outcome and recommendations to the Subject Officer promptly. * To provide detailed and honest feedback on performance. * To organise other training which might be identified to assist achievement of performance goals through the PIP process. |
| **ADJUSTMENTS TO THE MANAGING UNSATISFACTORY PERFORMANCE PROGRAM**  Adjustments may be made to the conditions of the Managing Unsatisfactory Performance program throughout the Managing Unsatisfactory Performance period. Adjustments will be discussed between the Subject Officer and Supervisor. Any areas of disagreement will be referred to the reviewing officer for determination. Any adjustments made will be noted in writing and signed by the parties.  Parties are to note that in the event of any disagreement work will continue in line with the current Certified Agreement and Managing Unsatisfactory Performance plan (as per the Grievance Management Directive) until a determination is made by the Reviewing Officer. |
| **AGREED REVIEW DATES:**  Progress with respect to achievement of the performance targets outlined in this Managing Unsatisfactory Performance plan will be subject to the following review periods:   * 30 minute weekly performance management meeting between the Subject Officer and the Supervisor (and possible support person and/or Manager) to discuss progress and develop strategies for any issues arising which have the potential to be a risk factor for performance. Meeting times to be pre-scheduled. (These times can be specified and listed here). * Ad hoc performance management meetings between the Subject Officer and the Supervisor to address any significant incidents which arise.   **HALFWAY REVIEW DATE:** / /   * Final Review meeting to discuss performance over entire period of Managing Unsatisfactory Performance period. Meeting to occur within 3 days of the completion date of Managing Unsatisfactory Performance period.   **FINAL REVIEW DATE**: / / \*  **\*(Decision regarding the status of the Managing Unsatisfactory Performance process and way forward to be made within 10 days of this date.)** |
| **DOCUMENTATION:**   * All stages of the Managing Unsatisfactory Performance period shall be documented (eg: management meeting notes and notes of formal review meetings). * Information recorded shall include the date of the meeting and any outcomes reached. * Supervisor’s signature to be included on all notes. * The Subject Officer is to read and sign the notes at each stage and provide comment if required. * Reasons for all decisions made at formal review meetings to be documented. * The Subject Officer will be given a copy of any performance or meeting notes. |
| **SIGNATURES:**  **This Managing Unsatisfactory Performance plan has been agreed to by:**  I have read, understood and agree to this Managing Unsatisfactory Performance plan and its requirements upon me and commit to the strategies and goals stated in the plan:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: / /  Signature: {Subject Officer}  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: / /  Signature: {Supervisor} |
| **If agreement cannot be reached, the Supervisor/Manager seeks endorsement from the Reviewing Officer:**  **COMMENT:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |
| **Reviewing Officer Signature:** ..................................................................................... **Date: / /**  {Reviewing Officer} |

**Review of Managing Unsatisfactory Performance Plan**

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| Standards / Performance Indicators Met *Partially Met* Not Met Comments: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

Supervisor/ Manager Comments (e.g. agreed strategies for improvement):

Recommendations:

Interim review, continue with existing Managing Unsatisfactory Performance program

Goals of Managing Unsatisfactory Performance Plan met - Return to normal performance planning cycle.

Further remedial action required and another Managing Unsatisfactory Performance plan to be developed.

Alternative action to be undertaken

Please specify:

Signed: ............................................................... Date: / /

**Subject Officer Signature and Comments:**

Signed: ………………………………………………… Date: / /

**Reviewing Officer Signature and comments (If required)**

Signed: ..................................................................... Date: / /

Comments: