

YMCA Geelong – Performance Management Procedure (previously known as Disciplinary and Termination Procedure)



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Procedure Number	Date Approved	Date Last Amended	Status
YG 161A-O	23/08/2017	06/04/2017 12/11/2019	APPROVED

1. YMCA GEELONG PERFORMANCE MANAGEMENT PROCEDURE (previously known as Disciplinary and Termination Procedure)

2. INTRODUCTION

This procedure, with supporting resources, is designed to assist YMCA Geelong Managers in appropriately managing performance and disciplinary and termination issues when they arise in accordance with the YMCA Geelong Performance Management Policy (previously known as Disciplinary and Termination Policy) and the principles of procedural fairness.

This procedure should not be interpreted or construed as forming a part of an employee's terms and conditions of employment (including his or her contractual entitlements). The procedure serves only as a framework or guideline in relation to managing performance and conduct. Accordingly, any failure to follow any steps set out in this document will not, on its own, disqualify the outcome of the altered process.

3. RELATED POLICY

This procedure should be read in conjunction with the Performance Management Policy and the Performance Management Resources.

4. RELATED LEGISLATION, REGULATIONS

Fair Work Act 2009

5. RELATED STANDARDS or GUIDELINES/PROTOCOLS

Refer also to the Performance Management Guidelines contained within the HR Manual on YMCA Geelong Extranet for further information and templates.

6. SCOPE & PURPOSE

This procedure is designed to assist YMCA Geelong Supervisors and Managers in appropriately managing employee performance and disciplinary and termination issues when they arise.

7. ROLES AND RESPONSIBILITIES

Department/Area	Role/Responsibility
CEO/Manager / Supervisor	Address performance and disciplinary and termination issues involving their staff Guide and oversee performance and disciplinary and termination issues when required and approve disciplinary outcomes in accordance with the policy and procedure
People and Culture Director	Provide advice regarding disciplinary and termination issues to Chief Executive Officer and ensure written resources and information are available on YMCA Extranet.

8. PROCEDURE

This procedure captures, in summary, the steps typically involved in managing **formal disciplinary or termination** issues at YMCA Geelong. However, other steps may be appropriate depending on the circumstances. It may also be appropriate to address initial performance or conduct concerns through informal counselling/coaching, particular if the concerns are minor in nature. We strongly recommend reviewing the Performance Management Resources in conjunction with the Policy and Procedure for further context, information and advice.

1. Identification of conduct or performance concern

A performance or conduct concern may be identified through observation, monitoring, formal complaint, customer feedback etc.

2. Analyse concern and gather detail

Explore the concern in detail and define the concern in specific terms. This step may involve gathering evidence, conducting an investigation if required, and checking that the related standards and expectations were communicated to the employee. If you are unsure whether the concern regarding an employee's performance or conduct is legitimate, or how the relevant legislation and/or policies apply to the situation, then you should seek further advice.

3. Invite employee to disciplinary meeting

If your analysis confirms that a disciplinary meeting is appropriate, invite the employee to a disciplinary meeting ensuring you provide a minimum of 24 hours' notice, an indication of the nature and purpose of the meeting, notification of who will be attending the meeting, and information regarding the employee's right to a support person / representation. You may also provide the employee with a copy of the Performance Management Policy.

4. Prepare for meeting

Allow yourself time to adequately prepare for the meeting, either before or after inviting the employee. Preparation might include confirming room bookings and attendee availability, ensuring you have a copy of any relevant documentation (e.g. relevant policy, evidence etc) and scripting / summarising the key points you wish to address.

5. Conduct meeting

Ensure all allegations and details are clearly communicated to the employee, and allow them adequate time to respond to each item. You may also discuss potential actions / solutions to the problem going forward at this stage, if appropriate. It may also be appropriate to discuss an action plan following communication of the outcome.

6. Consider responses

It is important to break from the meeting and allow yourself time to consider the employee's responses fully before determining an outcome. We recommend you take at least 15 minutes to consider responses, but you may need a few days, particularly if further investigation is required.

7. Determine & Communicate Outcome

The outcome should be reasonable, relative to the seriousness of the concern and should take into account the responses of the employee and any relevant disciplinary history of the employee. The outcome may be informal (e.g. counselling) or formal (e.g. warning or termination). Formal disciplinary action must be approved by the relevant Area Manager or Regional Development Manager. If termination is the outcome, approval must be sought from the relevant Executive Officer and in consultation with Human Resources. Communicate outcome to employee (verbally and in writing), and if relevant, confirm any action plans and set an appropriate review date.

8. Document

Detailed notes should be taken for all disciplinary meetings and if formal disciplinary action (warning) or termination is an outcome, the outcome should be provided to the employee in writing. A copy of any warning or termination letter should also be kept in the employee's personnel file.

9. Follow Up / Monitor

Continue to monitor the situation to determine whether the performance or conduct improves to the standard required. Adhere to any review dates set and provide the employee with feedback regarding their progress (positive or negative).

10. DOCUMENT HISTORY

Approved by: CEO

Meeting number and date: SMT 12/11/2019

Resolution number:

Effective date: 23/08/2017

Review date: 23/08/2020

Policy Owner: Chief Executive Officer

Contact Details policy owner: geelong@ymca.org.au; 5221 8344

Amendment history:

Version	Date	Author	Change Description
V1	July 2008	EBA- YMCA Victoria template	Create policy
V2	04/04/2014	Shona Eland	Update to new template.
V3	06/04/2017	Ann Maree Lineen	Updated Section 7. Roles and Responsibilities to remove reference to Area Manager / Regional Development Manager or Executive Officer and rephrased point 8.2 for better clarity.
V4	07/11/2019	Adele Andrew	<p>Change Procedure Name</p> <ul style="list-style-type: none"> From Disciplinary and Termination Procedure to Performance Management Procedure (Previously known as Disciplinary and Termination Procedure) <p>Changed</p> <p>Clause 1.</p> <ul style="list-style-type: none"> From Disciplinary and Termination Procedure to Performance Management Procedure (Previously known as Disciplinary and Termination Procedure) <p>Clause 2.</p> <ul style="list-style-type: none"> From Disciplinary and Termination Procedure to Performance Management Procedure (Previously known as Disciplinary and Termination Procedure) <p>Clause 5.</p>

			<ul style="list-style-type: none"> from Disciplinary and Termination Resources to Performance Management Resources <p>Clause 7.</p> <ul style="list-style-type: none"> from Payroll/HR Coordinator to People and Culture Director <p>Clause 8.</p> <ul style="list-style-type: none"> from Disciplinary and Termination Resources to Performance Management Resources <p>Added to</p> <p>Clause 2.</p> <ul style="list-style-type: none"> 'performance and' <p>Clause 6.</p> <ul style="list-style-type: none"> 'performance and' 'performance and' <p>Clause 7.</p> <ul style="list-style-type: none"> 'performance and' 'performance and'
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As Adopted by the YMCA Geelong on 12/11/2019



Chief Executive Officer YMCA Geelong Inc