**Checklist for employers when managing underperformance**

* Ensure employees clearly understand what is expected of them (They have read and understand their Position Description)
* Before taking any action ensure you clearly identify, assess and understand the problem
* Organise a meeting with the employee to discuss the problem
* Give the employee time to prepare for the meeting
* Allow the employee to bring a support person to the meeting
* Conduct the meeting in a private, non-threatening, comfortable and quiet location
* Define and explain your concerns to the employee in specific terms. Ie, state clearly what the issues of concern are and if you have any e.gs to illustrate provide them. Do not implicate any other employee and don’t get into a discussion about the issues at this stage. You are informing the employee of the issues
* Give the employee a genuine opportunity to respond before considering your actions
* The employee will usually provide (their) reasons or dispute that there are any issues
* Do not get into a “who’s right” discussion at this point, you are delivering a message and providing an opportunity for the employee to provide genuine reasons that may be causing the problems
* Once you have heard any reasons provided you should assess whether you believe that they are impacting performance or whether they are personal and should be managed separately to the performance process
* Clearly outline the improvement required and the consequences of continued poor performance
* Devise a solution with the employee to improve performance
* Develop an action plan which includes performance improvement milestones and time frames for further review
* Schedule another meeting to review the employee's performance against the agreed action plan
* Document all discussions, including actions to be taken
* Monitor the employee's performance and continue to provide feedback