



**KEY
BUSINESS
ADVISORS**

Taking Businesses from Good to Great

HANDLING PERFORMANCE MANAGEMENT ISSUES DURING COVID 19

WEBINAR

Agenda for today's webinar

In today's webinar you will discover the following:

- ▶ The importance of Performance Management during COVID-19
- ▶ Ways to address performance issues, even remotely
- ▶ How to address staff who are underperforming or misconduct
- ▶ How to give staff an official warning
- ▶ How to prevent an unfair dismissal or adverse action claim



Upcoming Webinar:

How staff feedback can make or break your business (14th September 2020)

Register - <https://attendee.gotowebinar.com/register/5625184359689588236>

GoToWebinar Housekeeping

GoToWebinar Viewer



KEY BUSINESS ADVISORS
Taking Businesses from Good to Great

**HANDLING PERFORMANCE
MANAGEMENT ISSUES DURING COVID 19**

WEBINAR

CITRIX

File View Help

Audio

Telephone

Mic & Speakers [Settings](#)

MUTED 0000000000

Questions

[Enter a question for staff]

Send

Webinar Housekeeping
Webinar ID: 275-918-366

GoToWebinar



COVID-19 Recovery Grants

1. Adapting to Changed Needs for up to \$10,000
2. Business Collaboration for up to \$5,000

Who qualifies with MVCC

- Local Businesses for up to 50 FTE Employees
- Sole Traders
- Social Enterprise
- Traders Associations

How to apply

City of Moonee Valley – Business Support
<https://mvcc.vic.gov.au/covid-19/#business>

Email: business@mvcc.vic.gov.au

03 9243 8866

Presenters



Colin Wilson Director KBA



Maja Trpevska, HR Consultant KBA



KBA Mission & Vision

Our **Mission** is to take businesses from Good to Great



Our **Purpose** is to take customers on a journey to help them improve their business through all aspects of employee engagement and performance



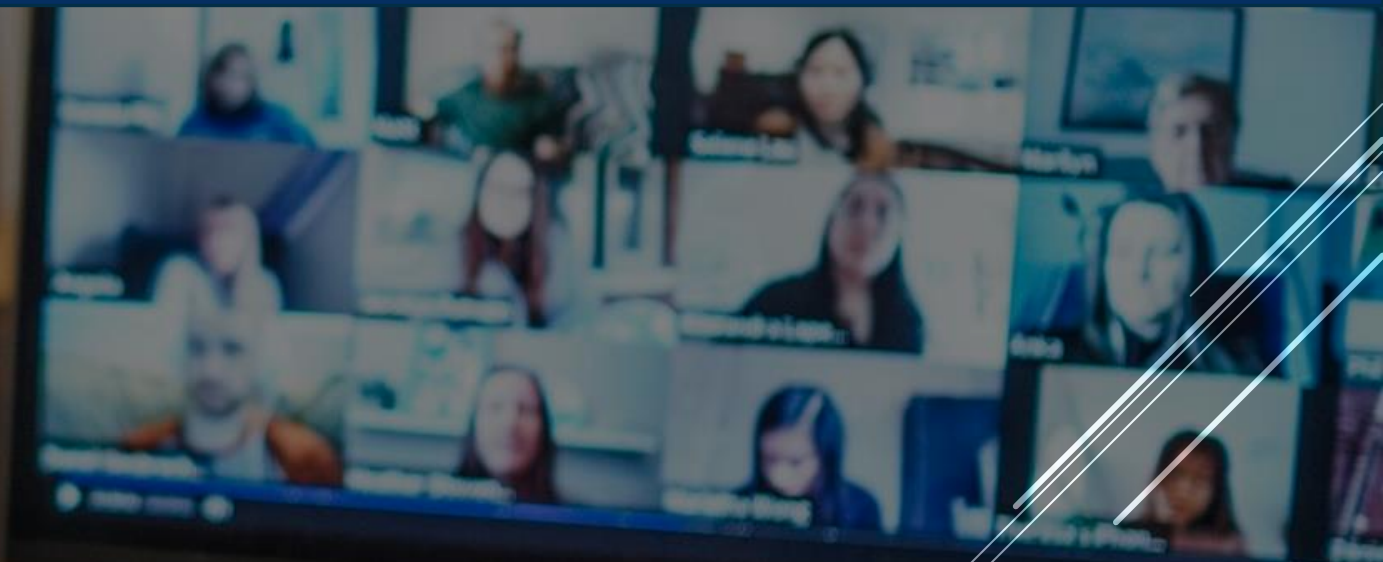
Business Advice & Strategy

Professional Sales Training

HR Advice & Support

TOPIC 1

The importance of Performance Management during COVID-19



What is Performance Management?

Key Points:

- Performance Management is a broad concept – not just about appraisals or disciplinary process
- Activities set by the Business to meet goals and objectives
- Creating a work environment in which people are able to perform to the best of their abilities through:
 - Clear position descriptions and KPIs
 - Induction Plan
 - Providing on-going education, training and coaching
 - Focusing on a few important KPIs each quarter
 - Conversations around career paths and progression
- Creates an engaged workforce and high performers



What has changed since COVID-19?

Managers must now:

- Fully trust their employees
- Be mindful of the mental health of their employees
- Understand the new difficulties in keeping staff engaged
- Focus on output – looking at what employees achieved, not how they achieved it
- Accepting employees' new flexibility to work when they want/can
- Keep lines of communication open with their team – it is the KEY!
- Understand that employees deal with changes and uncertainty themselves
- Be mindful that employees miss social interactions
- Resist micromanagement

Keeping people engaged is paramount!





Drawbacks of remote work

- Learning to unplug after work – separate work and life
- Isolation and loneliness
- Lack of collaboration or communication
- Distractions at home
- Time zones or availabilities due to flexible working arrangements
- Staying motivated
- Taking breaks
- Feeling left out

Why you must set clear expectations – Set the pathway!

Key Points:

- So employees understand what the business needs
- Set the company expectations and values so everyone is on the same page
- To gain more clarity
- To keep staff engaged
- Improve productivity and customer service
- Employees are happier and feel more positive
- To gain commitment and motivation from staff
- To maintain good attendance and standards
- Happier customers or clients



Why you must follow-up on expectations for better performance

Key Points:

- Clearer communication on what the business expects
- Reduce conflicts between staff
- Create a high performing team and productivity
- Holds people accountable for their role and work
- Understanding the importance from their role and commitment
- Retaining good employees



TOPIC 2

Ways to address performance issues, even remotely



Keeping staff engaged when working remotely

- Staying connected – engaging in small talk!
- Building connections - many staff may feel isolated or disorientated
- Share positive feedback and finding a new norm
- Finding a sense of normality – have a virtual coffee together!
- Find fun activities such as surveys or games
- Keeping routine
- Celebrate success and the wins
- Offer personal development or career paths and opportunities



How to address a performance issue remotely?



Key Points:

- Identify new variables that could interfere with their work
- Arrange regular catch-ups remotely, to avoid having to have performance and conduct discussions
- Get to the bottom of potential issue/s and why they have changed
- Find a solution to the problem, work with them on providing a solution
- Identify if the issue is due to remote working
- Continue to follow the performance counselling process
- Ensure meeting is arranged in a private setting- free from distraction and noise

The importance of not letting things slip by

Key Points:

- Having staff own the error
- Discussing ways to 'fix it' and find a solution
- Make notes or set reminders to get things done
- Making sure staff have the right set-up, tools and resources in turn will reduce wasting of company resources -time, money, etc.
- Reduce risk of potential workplace bullying or harassment
- Mitigates unhappy customers or customer complaints



TOPIC 3

How to address staff who are underperforming or misconduct



The importance of record keeping and having evidence

Key Points:

- Record essential information in staff file or HRIS file
- Help guide employment decisions and future actions
- Provide evidence of performance or conduct issues
- Offers history
- Protects the employers interest



“If its not written it didn’t happen!”

Having the right conversations for staff underperforming

Key Points:

- Don't delay the conversation
- Be upfront about why you are meeting with them
- Demonstrate compassion and respect
- Don't make assumptions to their reactions and thoughts
- Refer to facts and examples prior to having a meeting
- Provide time, date and example
- Arrange a virtual meeting (Zoom/Teams)
- Go into the meeting with a positive tone
- Give enough information and give them an opportunity to respond



What is misconduct in the workplace?

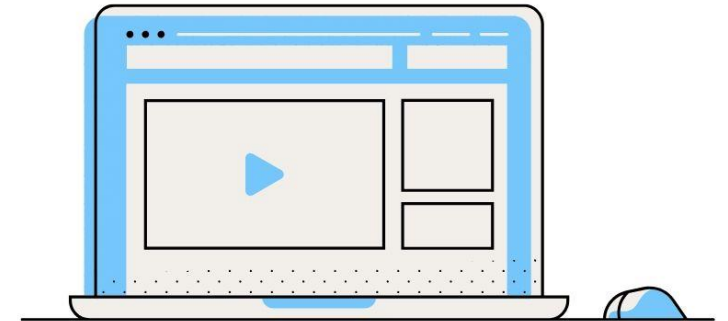
Key Points:

General Misconduct

- Conduct and behaviour issues or concern inconsistent with the Code of Conduct, Policies and Procedures
- Unintentional harm to self and others

Serious Misconduct

- Intended conduct and behaviour which is a risk to health and safety
- Puts the reputation of the business on the line
- Grounds for immediate dismissal



How to address staff with misconduct?

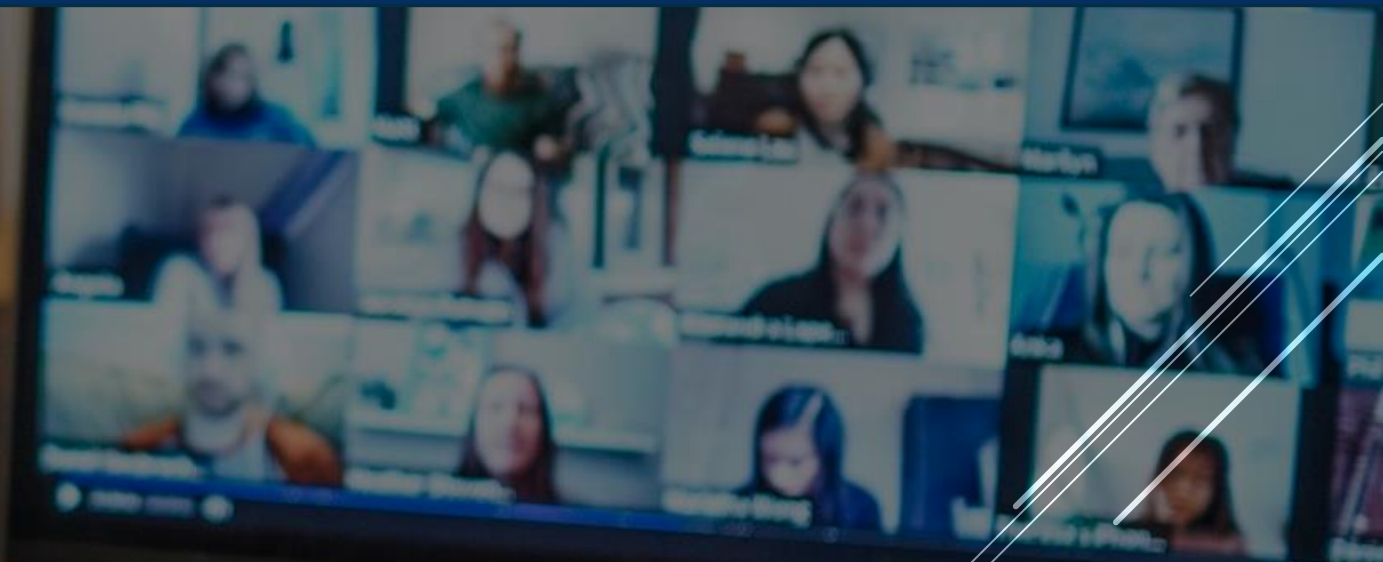
Key Points:

- Arrange meeting virtually
- Provide 24 hours notice and offer a support person
- Investigate the concerns prior to the meeting
- Ask open-ended questions to obtain fair answers
- Turn it into a coaching dialogue
- Leaving emotions out the door
- Listen to the staff response
- Be consistent and hold staff accountable for expectations
- Keep the meeting private and confidential
- Give examples of positive things they can improve on



TOPIC 4

How to give staff an official warning



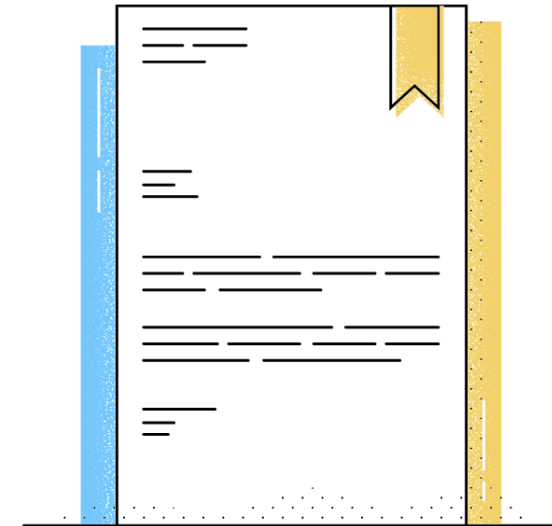
The types of warnings that can be given

Key Points:

- Informal Warning
- Formal Written Warning
- Final Written Warning
- First and Final Written Warning

It's important:

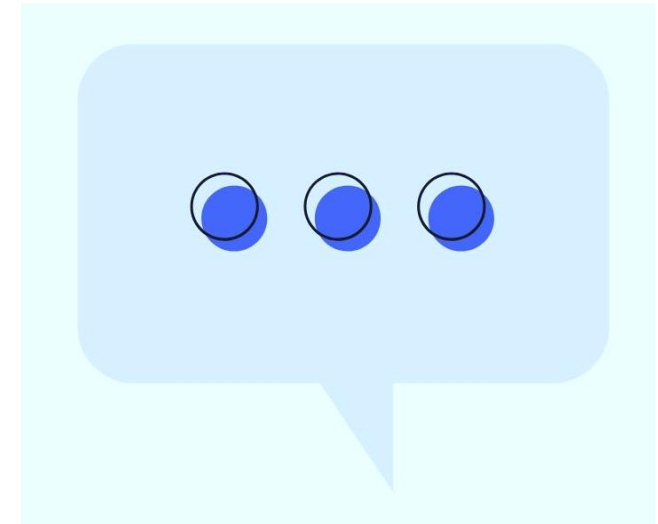
- To be clear about reasons for warnings and details
- Set clear expectations going forward
- Consider reasons are fair and reasonable



Understanding the process of giving a warning

Key Points:

- Dealing with performance and conduct issues
- Following a plan and expectations
- Holding the staff member accountable
- Provide coaching and honest feedback
- Requires follow-up and discussing improvement
- Bring up performance concerns and how its improved during performance reviews
- Consistency and following a plan



Understanding what is fair and what is justified

Key Points:

- Ensure procedural fairness
- Allow them to have a support person present and consent
- Providing the staff the opportunity to respond
- Outline the unsatisfactory conduct or performance
- Give them a chance to improve
- Did we provide them with examples on how to improve or where they went wrong?
- Give more information about the decision
- Ensuring fair and reasonable expectations



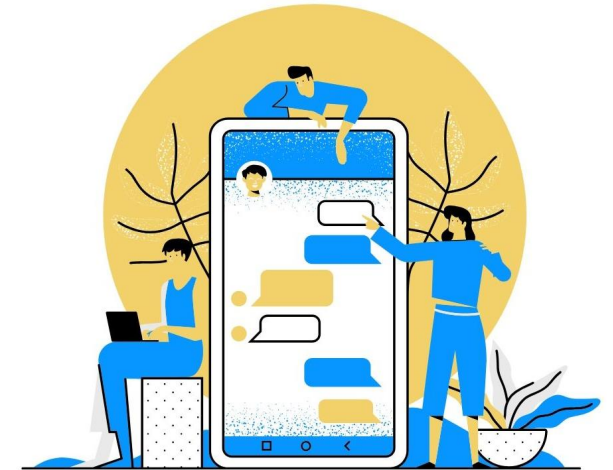
TOPIC 5

How to prevent an unfair dismissal or adverse action claim

What is an unfair dismissal?

Key Points:

- Unfair Dismissal is when:
 - A termination was harsh, unjust and unreasonable
 - Failed to keep records of concerns or issues
 - Procedural fairness – valid reason
- Employee's have 21 days starting from the day after they were dismissed to put in a claim
- Types of unfair dismissal:
 - Unfair dismissal (not available if you lost your job because of a genuine Redundancy)
 - Unlawful termination



What is an adverse action claim?

Key Points:

- Staff member terminated because of :
 - Their workplace right (making a complaint, questioning pay, being part of a union, etc.)
 - Discrimination including their race, colour, sex, sexual orientation, age, physical or mental disability, marital status, family or carer's responsibilities, pregnancy, religion, political opinion, or social origin
 - Demoting someone ineffectively without a plan
- A person not hired due to discrimination



How to prevent any repercussions from a termination?

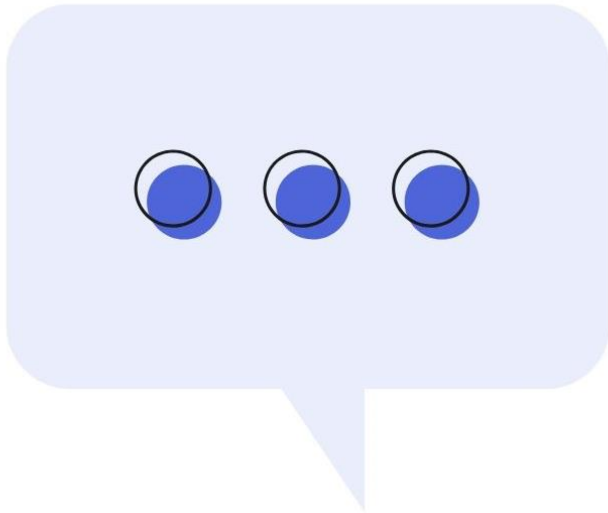
Key Points:

- Regular communication with employees on expectations of the business
- Make sure you are following a process
- Having clear policies in place on discipline procedures
- Have a valid reason for termination
- Be aware of the legislation requirements
- Have substantial proof, e.g. emails or examples before termination
- Comply with the notice period requirements by law
- Document the process and notes
- Have a letter confirming dismissal and termination



Mental Health Tips for the Workplace

Key Points:



- Be mindful of what people are going through
- Provide support to staff to help out with their situation
- How are they performing and doing the best for the business
- Managers must know how to recognise when employees struggle with mental health
- Look at ways to reduce stress
- Encourage staff to speak openly about mental health
- Allow them to ask for support if they need it

Use the Returning to work after COVID-19 checklist

HR Documents & Checklists

Free HR Documents & Checklists to help you stay on track

Returning to the office after COVID-19 checklist

Download



Checklist to go through before your employees visit clients again

Download



HR Health Check

Download



<https://keyba.com.au/hr-documents-checklist/>



Any Questions?

**Call KBA on 1300 4 ADVICE
OR
EMAIL US AT
INFO@KEYBA.COM.AU**



Resources

Information for Workplace – Safe Work Australia

Covid Risk Register – Download

Covid Safe Plan - DHHS



Book a 15 min Consultation
with our HR Team

www.keyba.com.au

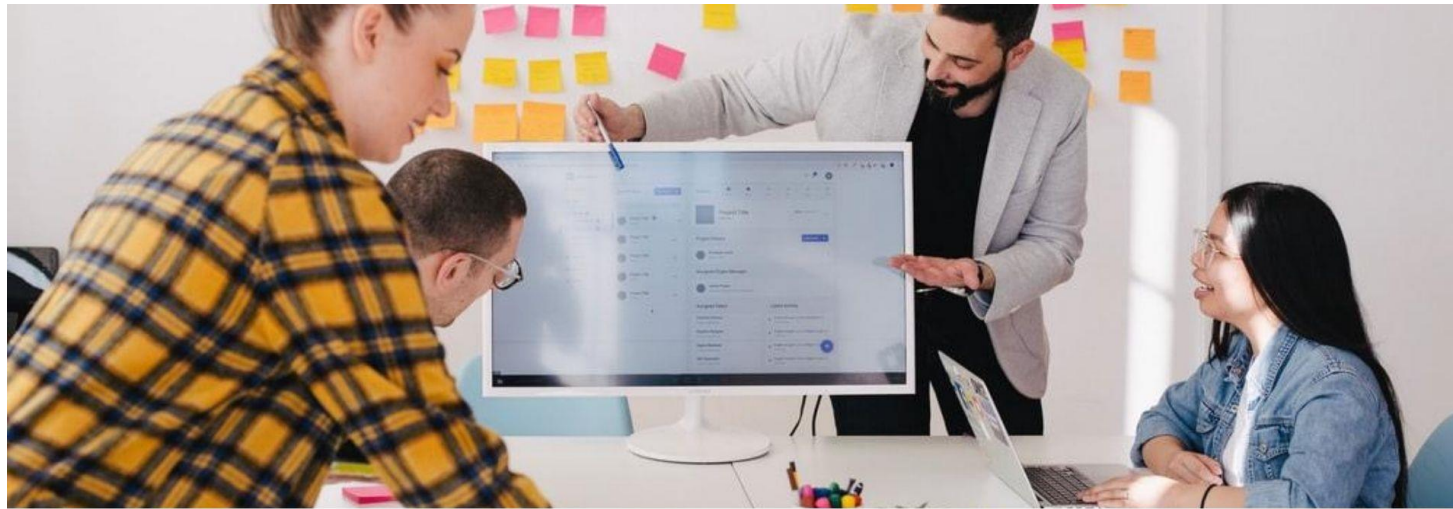


Book a Free Chat
with Colin Wilson

www.keyba.com.au

**BOOK YOUR FREE
15-MIN CHAT**

Current Promotion



**PERFORMANCE MANAGEMENT WORKSHOP
10% OFF
(IF YOU MENTION THIS WEBINAR!)**

Next Webinar - How staff feedback can make or break your business

14TH September, 1.00pm

- The value of getting staff feedback
- The most effective ways to get staff feedback
- Why you must act on staff/ team feedback?
- Understand why most staff leave
- Why employee engagement is everything that can make or break your business

Save your Spot! - <https://attendee.gotowebinar.com/register/5625184359689588236>

**STAY
HOME
SAVE
LIVES**



Thank you for attending today's webinar.
Slide deck and the webinar recording will
be emailed to you!

Call KBA on 1300 4 ADVICE for any advice or go to
www.keyba.com.au

Stay Safe!