

## MANAGER ASSIST

### TIPS FOR DIFFERENT ISSUES

#### ISSUE A: WORK PERFORMANCE MATTER(S)

- Check internal process for client organisation for performance management
- Clarity to whether the employee needs to be performance managed or behaviour managed. Check documented expectations of the employee's role (i.e. KPIs). Check agreement as to how the KPIs are to be measured. Also consider whether the employee has been alerted to the performance issues in previous conversation on an informal basis or through their supervision before commencing a formal process.
- Process needs to be openly stated, transparent and very clear to parties involved
- Always have sessions in private confidential setting 1:1 (see support people comments below)
- ☐ If working relationship solid and processing commencing – focus on giving and receiving feedback
- ☐ Check manager understands how to give and receive feedback appropriately (if unsure use 4 quadrant model for giving and receiving feedback to guide)
- Recognise there are usually 2 sides to every story and be prepared to listen to theirs.
- Remind manager of importance of their body language, tone etc and not to focus too much on “what” they're saying but rather **how** they're communicating the messages
- Focus on how to give “type 4” feedback professionally
- Focus on facts and evidence rather than vague perceptions of poor performance
- Documentation is crucial – may need help with what and how to document
- Have client consider support person for staff member being performance managed – 3<sup>rd</sup> party independent party more important (some might argue essential) if the manager and staff member's relationship has been significantly compromised e.g. bullying allegations etc.
  - Have them be aware of power and gender balances in room
  - Welcome union representative if staff member wishes to have them participate in the process.
  - May need coaching if they are to be one of the parties or facilitator (this will require expert preparation as it is a demanding role to take). **Refer to conflict resolution processes internally for guidance and speak to member of Resolve team.**
- Remind manager to clearly outline expectations of changes in behaviour or performance – be very specific and seek staff member's commitment to effect the change / responsible for behaviour
- Document the expectations and get staff member to commit to these verbally (and process may require them signing off on commitments).