

Performance Management Policy

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2 Purpose

To outline the process for identifying and managing performance and conduct in the workplace.

3 Scope

This policy applies to all employees of the Master Plumbers' and Mechanical Services Association of Australia and all related entities (Master Plumbers).

4 Aim

To support proactive and fair management of performance and conduct through:

- Effective communication of the Master Plumbers standards of performance and behaviour;
- Identification of areas for employee development and improvement;
- Provision of appropriate training and development opportunities;
- Following principles of natural justice; and
- Ensuring that corrective action is focussed on a positive outcome.

5 Definitions and Terminology

5.1 Disciplinary Action

Disciplinary action includes any substantial consequence for an employee whose performance or behaviour does not meet the desired standard. This may include: formal (written) warnings; final warnings; demotion; suspension without pay; loss of benefits; or termination of employment.

5.2 Formal Performance Management

Formal performance management will take place where informal performance management has been unsuccessful or, the employee's behaviour or conduct is inappropriate or unacceptable. Formal performance management may result in disciplinary action.

5.3 Relevant Legislation

Unless otherwise specified in this policy, relevant legislation will be the *Fair Work Act 2009*.

5.4 Informal Performance Management

Informal performance management includes counselling, training, development, coaching or guidance intended to assist an employee to achieve the standard of performance or behaviour required.

5.5 Termination With Notice

Termination with notice means that the reasons for termination of employment ensures that the employee will be entitled to notice (or payment in lieu) of termination in accordance with relevant legislation.

5.6 Termination Without Notice (Summary Dismissal)

Termination without notice means that the reasons for termination of employment are consistent with misconduct and the employee is not entitled to notice of termination.

5.7 Unsatisfactory Behaviour

Unsatisfactory behaviour is where the employee has engaged in inappropriate or unacceptable conduct, action, inaction or behaviour that has impacted on or, has potential to impact on the workplace.

5.8 Unsatisfactory Performance

Unsatisfactory performance is where an employee is not fully effective in all job requirements and, improvement is required to enable the employee to perform in a safe and effective manner.

6 Policy

The Master Plumbers will be responsible for:

- establishing and maintaining standards of performance and behaviour;
- identifying below standard levels of performance or behaviour;
- taking reasonable action to resolve these concerns;
- ensuring that employees are aware of performance or behavioural concerns;
- identifying appropriate corrective action for underperformance; and
- supporting employees to meet the required standards.

When considering the appropriate performance management action, each case shall be considered on its own merits.

The Master Plumbers will conduct appropriate investigation of performance and conduct matters.

In determining whether performance management action should be taken, it is reasonable for the Master Plumbers to determine that 'on balance' the action was appropriate in the circumstances.

Exception:

Nothing in this policy will prevent the Master Plumbers from proceeding with termination without notice (summary dismissal) in cases of misconduct.

7 Informal Performance Management

Informal performance management (sometimes referred to as counselling) may be appropriate in situations where the employee is not achieving or maintaining the desired standard of performance or behaviour.

Informal performance management includes ad hoc or day-to-day coaching and development of employees (e.g. training/guiding a new employee or reminding an established employee to follow a procedure).

Informal performance management may also be utilised in situations of unsatisfactory behaviour that is not sufficient to warrant formal performance management (e.g. one-off incidents such as tardiness, inappropriate language).

7.1 Conducting Informal Performance Management

Where the Master Plumbers becomes aware that an employee is not achieving or maintaining the desired standard of performance or behaviour, the Master Plumbers representative will speak to the employee in relation to the incident.

The Master Plumbers representative will take reasonable steps to clearly identify:

- the employee's current standard of performance/ behaviour (citing examples);
- the required standard of performance/behaviour; and
- actions/plan for improvement.

7.2 Records

The Master Plumbers may keep basic notes (e.g. diary notes) of the discussion including:

- date of discussion(s);
- the employee's response to the concerns about performance/behaviour; and
- actions/plan for improvement.

7.3 Monitoring

The Master Plumbers will continue to monitor the employee's progress and undertake further performance management as required.

8 Formal Performance Management

Formal performance management (sometimes referred to as disciplinary action) will be undertaken where:

- informal performance management has been unsuccessful; or
- the employee's behaviour/conduct is inappropriate or unacceptable in the workplace.

8.1 Conducting Formal Performance Management

Where the Master Plumbers has decided that the performance/behaviour requires formal performance management, the Master Plumbers representative will take reasonable steps to ensure that:

- The employee is notified of performance/conduct issue, date of meeting and right to have someone present at meeting;
- The employee is notified of the seriousness of the meeting (i.e. may result in disciplinary action which could include termination);
- That they are prepared for discussions with the employee including collation of available information relevant to the performance/ conduct issue(s) including previous history of performance/conduct;
- The employee's current standard of performance/conduct is identified;
- The employee is provided with full details of the performance/conduct issues and why these are of concern to the Master Plumbers (e.g. breach of policy, failure to follow reasonable and lawful directions, continued failure to perform duties effectively etc);
- The employee is provided with an opportunity to respond to the concerns;
- The appropriate consequence of the employee's unsatisfactory performance/conduct is determined;
- actions/plan for improvement (including timeframe for improvement) is clearly identified; and
- The employee is advised of any potential consequences of failure to achieve/maintain the desired standards (i.e. may result in disciplinary action which could include further disciplinary action which could include termination of employment).

8.2 Records

The Master Plumbers may keep the records of the performance management interview which could include:

- Performance Management Interview Guide;
- Interview Records;
- Supplementary documentation relevant to the performance management;
- date of discussion(s); and
- a copy of any correspondence to the employee confirming performance management outcomes.

The employee will be provided with a copy of the formal warning letter.

A copy of all such records will be retained on the employee's employment file.

8.3 Monitoring

The Master Plumbers will continue to monitor the employee's progress and undertake further performance management as required.

9 Warning Letters (Written Warnings)

9.1 Formal Warning

A formal warning may be issued to an employee in circumstances where:

- informal performance management has been has been unsuccessful; or
- the employee's behaviour/conduct is inappropriate or unacceptable in the workplace.

A formal warning may be issued to an employee after formal performance management (where the outcome has resulted in a disciplinary action).

The formal warning is intended to confirm the performance management including:

- Notification to the employee of performance/conduct issue, date of meeting and right to have someone present at meeting;
- Notification to the employee of the seriousness of the meeting time (i.e. may result in disciplinary action which could include termination);
- Information relevant to the performance/conduct issue(s) including previous history of performance/conduct;
- Identification of the employee's current standard of performance/conduct;
- Details of the performance/ conduct issues and why these are of concern to the Master Plumbers (e.g. breach of policy, failure to follow reasonable and lawful directions, continued failure to perform duties effectively etc.);
- The employee's response to the concerns;
- The outcome of the performance management meeting;
- Details of actions/plan for improvement (including timeframe for improvement); and
- Potential consequences of failure to achieve/maintain the desired standards (i.e. may result in disciplinary action which could include further disciplinary action which could include termination of employment.

The employee will be provided with a copy of the formal warning letter.

A copy of the formal warning letter will be retained on the employee's file.

9.2 Final Warning

A final warning may be issued to an employee in circumstances where:

- previous formal performance management has been has been unsuccessful; or
- the employee's behaviour/conduct is inappropriate or unacceptable in the workplace such that it represent misconduct.

A final warning may be issued to an employee after formal performance management (where the outcome has resulted in a disciplinary action).

The final warning is intended to confirm the performance management including:

- Notification to the employee of performance/conduct issue, date of meeting and right to have someone present at meeting;
- Notification to the employee of the seriousness of the meeting (i.e. may result in disciplinary action which could include termination);
- Information relevant to the performance/conduct issue(s) including previous history of performance/conduct;
- Identification of the employee's current standard of performance/conduct;
- Details of the performance/conduct issues and why these are of concern to the Master Plumbers (e.g. breach of policy, failure to follow reasonable and lawful directions, continued failure to perform duties effectively etc.);
- The employee's response to the concerns;
- The outcome of the performance management meeting;
- Details of actions/plan for improvement (including timeframe for improvement); and
- Potential consequences of failure to achieve/maintain the desired standards (i.e. may result in disciplinary action which could include further disciplinary action which could include termination of employment).

The employee will be provided with a copy of the final warning letter.

A copy of the final warning letter will be retained on the employee's file.

10 Misconduct

10.1 Notification of Misconduct

Where the Master Plumbers becomes aware that an employee may have engaged in behaviour or conduct that could be regarded as misconduct, the Master Plumbers will take appropriate action as quickly as possible.

10.2 Stand Down

Where the Master Plumbers becomes aware of behaviour/conduct that may be consistent with misconduct and, if the allegations are substantiated could be sufficient to justify termination without notice (summary dismissal), the Master Plumbers may direct an employee to "stand down" pending investigation.

During the stand down period the employee will continue to be paid wages and entitlements in accordance with the terms and conditions of his/her employment.

The decision to proceed with Stand Down will be made by the Master Plumbers in consultation with relevant parties.

The employee will be formally notified (in writing) of the decision to proceed with stand down and brief details relating to the stand down.

During the stand down period, the employee will be deemed to be “working” and will be required to attend meetings, interviews and/or participate in the investigation/performance management process.

10.3 Investigation

The Master Plumbers will take all reasonable steps to ensure a thorough investigation process.

Each case shall be determined on its own merits.

The Master Plumbers will endeavour to complete the investigation in a timely and efficient manner, to ensure minimal impact on all persons concerned. The timeframe for investigation will be dependent on available resources for a complete and thorough investigation.

10.4 Termination

The decision to proceed with termination will be made by the Chief Executive Officer.

A person must not proceed to terminate the employment of an employee without authorisation by such person.

10.5 Termination Letter

The Master Plumbers may decide to terminate employment in circumstances where:

- Previous formal performance management has been unsuccessful; or
- the employee’s behaviour/conduct is inappropriate or unacceptable in the workplace such that it constitutes misconduct.

A termination letter will be issued to an employee after formal performance management where the outcome has resulted in termination of employment.

The termination letter will serve a formal notification of termination of employment that may include the following information:

- Date of formal performance management meeting and right to have someone present at meeting;
- Notification to the employee of the seriousness of the meeting (i.e. may result in disciplinary action which could include termination);
- Information relevant to the performance/conduct issue(s) including previous history of performance/conduct;
- Identification of the employee’s current standard of performance/conduct;
- Details of the performance/ conduct issues and why these are of concern to the Master Plumbers (e.g. breach of policy, failure to follow reasonable and lawful directions, continued failure to perform duties effectively etc.);
- The employee’s response to the concerns;
- Notification of the termination date;
- Advice on notice of termination or payment in lieu;
- Advice on payment of outstanding wages and leave entitlements; and

- Notification for the employee to return Master Plumbers' property.

The employee will be provided with a copy of the termination letter.

A copy of the termination letter will be retained on the employee's file.

11 Further Information on Performance Management

For further information about performance management, or related issues, please contact your supervisor, manager or the Chief Executive Officer.

12 Acceptance

I _____ confirm that I understand and accept the terms
(Full Name)

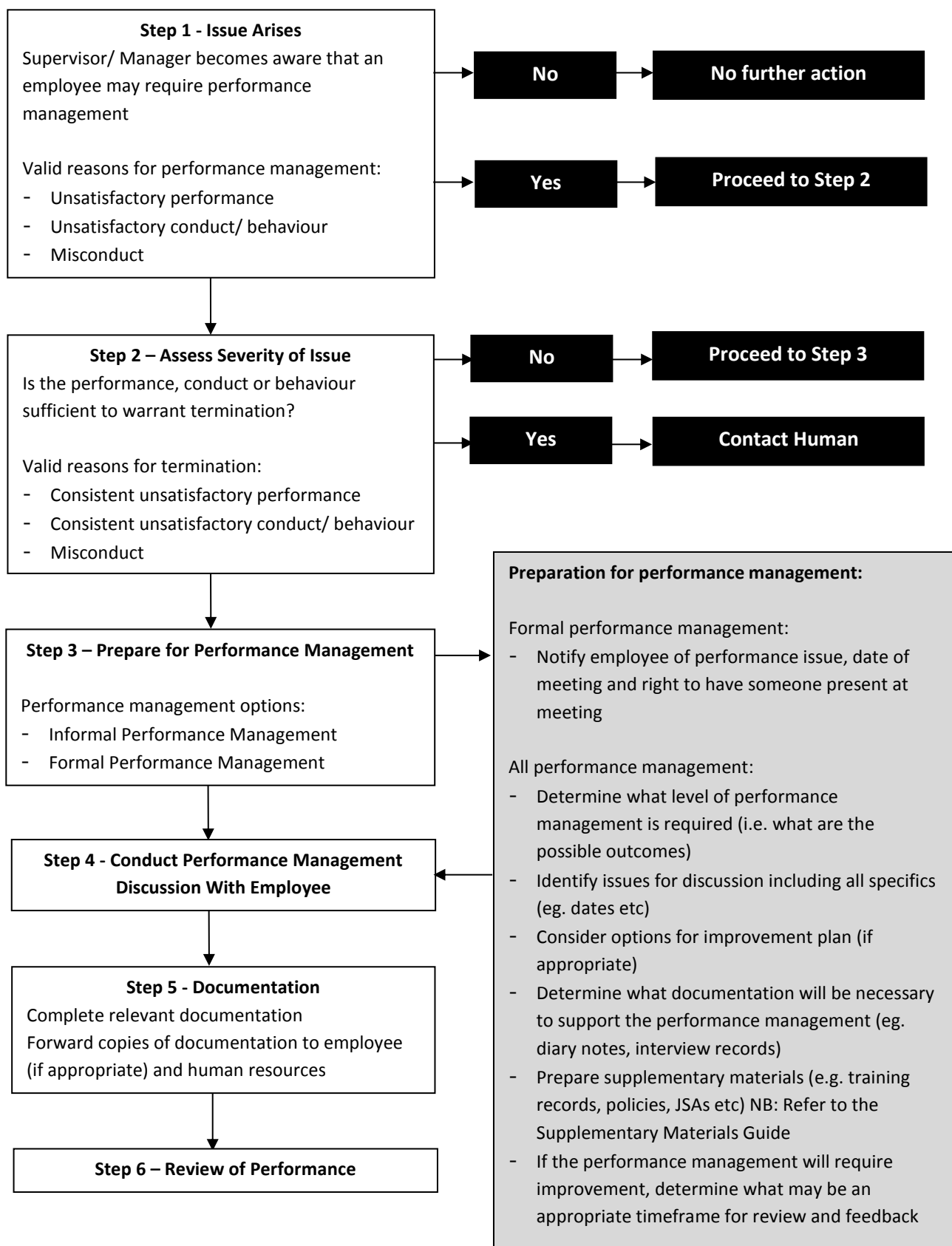
and conditions contained herein.

Signature..... Date.....

A signed copy of this document will be:

- retained on your employee file; and
- provided to you.

Appendix A - Performance Management Flow Chart



Appendix B - Performance Management Matrix

The below table is indicative of the level of performance management action that may apply in the following cases. Notwithstanding, Master Plumbers will consider each circumstance on a case-by-case basis and, reserves the right to pursue higher level action especially in cases of misconduct by the employee.

Examples of Unsatisfactory Performance or Behaviour	First Instance	Subsequent Instance
Not wearing PPE	Informal	Formal- Warning
Lateness	Informal	Formal - Warning
Rudeness/ insubordination	Informal	Formal - Warning
Sleeping at work	Formal – Warning	Formal – Termination
Unfitness for work	Formal - Warning	Formal - Termination
Harassment	Formal - Final	Formal - Termination
Unlawful Discrimination	Formal - Final	Formal - Termination
Not reporting hazards, incidents or injuries	Formal - Warning	Formal – Final
Failure to follow health and safety policy and procedures	Formal - Warning	Formal – Final
Removal of safety barriers	Formal - Warning	
Failure to follow isolation, working at heights or confined spaces procedures	Formal - Final	Formal - Termination
Failure to follow lawful and reasonable directions	Formal - Final	Formal - Termination
Fraud or false claims (including falsification of documents)	Formal - Termination	Not applicable
Presenting to work under the influence of alcohol or drugs	Formal - Warning	Formal – Final
Possession of illegal drugs	Formal - Termination	Not applicable
Theft	Formal – Termination	Not applicable
Dishonesty	Formal – Termination	Not applicable
Assault, intimidation or physical threat	Formal – Termination	Not applicable
Misuse of company property	Formal – Final	Formal - Termination
Unauthorised possession of company property	Formal – Final	Formal - Termination
Vandalism	Formal – Termination	Not applicable
Failure to follow Master Plumbers IT policy	Formal – Warning	
Child pornography	Formal – Termination	Not applicable
Substandard work	Informal	Formal – Warning
Inability to perform inherent requirements of position	Informal	Formal – Warning
Poor attendance	Informal	Formal – Warning
Unauthorised absence (incl. failure to notify)	Formal – Final	Formal - Termination
Acting in a manner that would bring the Master Plumbers into disrepute	Formal – Warning	Formal – Final
Disclosure of confidential/ proprietary information	Formal – Final	Formal - Termination
Failure to follow lawful and reasonable direction	Formal - Warning	Formal - Termination

Appendix C - Performance Management Documentation

The following documentation may be utilised to support the performance management process.

Record	Use of Record	Purpose of the Record
Notification of Stand Down pending investigation	To be issued to an employee whose performance, conduct or behaviour may be sufficient to warrant termination.	To notify the employee: <ul style="list-style-type: none"> • that the Company has become aware of allegations of performance, conduct or behaviour; • that the allegations may be sufficient to warrant termination of employment; • that the Company will be undertaking an investigation of the allegations; • of the procedures for the investigation of the allegations; and • of the employee's rights and obligations during the investigation process.
Request to Attend Meeting	To be issued to an employee who is required to attend a formal performance management meeting. NB: May not required where a Stand Down Notification has been issued.	To notify the employee: <ul style="list-style-type: none"> • that the Company has become aware of a concern about the employee's performance; • that the employee will be required to attend a formal meeting to discuss the performance concerns; and • of the employee's rights and obligations during the investigation process.
Performance Management Interview Guide	To be completed prior to commencing meeting with employee. To be used for all formal performance management.	By completing the interview guide, managers will be able to specifically identify: <ul style="list-style-type: none"> • The performance management issue(s); • Examples of the performance management issue; • Details of prior history of performance issue(s) E.g. informal/formal performance management; • Relevant policies/procedures etc relating to the performance issue(s); • Consider possible causes of performance issues; • Possible action/ timeframes required to correct the performance issue(s); • Prompts for employee response to issues raised; and • Possible consequences of failure to achieve required standard(s) of performance.
Interview Records	To be completed during the meeting with the employee. To be used for all formal performance management. NB: May use completed Performance Management Interview Guide for this purpose)	The interview record will include additional detail arising from the Interview Guide. By completing the interview record, managers will be able to specifically record: <ul style="list-style-type: none"> • The employee's response to concerns about performance issue(s); • Causes of the performance issue(s); • Details of prior history of performance issue(s) E.g. informal/formal performance management; • Relevant policies/procedures etc relating to the performance issue(s); • Actions/timeframes required to correct the performance issue(s); • Date to review progress; and • Consequences of failure to achieve the required standard(s) of performance.

Record	Use of Record	Purpose of the Record
Formal Warning	To be issued to an employee after a formal performance management meeting.	The formal warning is intended to confirm the detail of the performance meeting: <ul style="list-style-type: none"> • Specifically identify the performance and/or conduct issue(s); • Examples of the performance/conduct issue(s); • Relevant policies/procedures etc relating to the performance and/or conduct issue(s); • The employee's response to concerns about performance and/or conduct issue(s); • Causes of the performance and/or conduct issue(s); • Actions/timeframes required to correct the performance and/or conduct issue(s) – where relevant; • Date to review progress; and • Consequences of failure to achieve the required standard(s) of performance and/or conduct.
Notice of Termination: <ul style="list-style-type: none"> • With Notice • Without Notice 	To be issued to an employee after it has been determined that the employment will be terminated as a result of: <ul style="list-style-type: none"> • Failure to achieve required standards after formal performance management; Or • Misconduct sufficient to warrant termination without notice. 	The Notice of termination is intended to confirm: <ul style="list-style-type: none"> • The specific details of performance an/or misconduct issue(s); • action taken to improve performance and/or conduct issues(s) OR investigation of allegations of misconduct. • the employee's response to concerns about performance and/or conduct issue(s); • relevant policies/procedures etc relating to the performance and/or conduct issue(s); • outcome/findings of any investigation or performance management; and • reasons for termination; • effective date of termination; and • other information relevant to the termination process (e.g. payment of outstanding wages and accrued leave entitlements, return of Company property).
Record Keeping: Copies of all records (and any supplementary information relevant to the performance management action) must be retained on the employee's employment file.		

Appendix D - Performance Management Summary Table

What	When	How	Who	Records
Informal Performance Management Counselling/ Coaching	Day to day coaching (eg. new employees, employees learning new skills) Performance/behaviour not sufficient to require formal record (eg. one-off incidents such as tardiness, inappropriate language)	<ul style="list-style-type: none"> Identify employee's current standard of performance Required standard of performance Actions/plan for improvement (incl. timeframe where relevant) 	Employee Immediate Supervisor	Diary notes
Formal Performance Management Written Warning	Informal coaching has not been successful Performance unsatisfactory Behaviour inappropriate or unacceptable Performance/behaviour is sufficient to have a formal record	<ul style="list-style-type: none"> Example(s) of performance or conduct Identify current standard Specify required standard Action/plan for improvement (incl. timeframe where relevant) Potential consequences (incl. further action or termination) 	Employee Immediate Supervisor Manager	Interview Record Supplementary Materials Warning Letter
Formal Performance Management Final Warning	Performance consistently unsatisfactory Behaviour consistently inappropriate or unacceptable Misconduct (Eg. breach of policy)	<ul style="list-style-type: none"> History of concern Example(s) of performance or conduct Confirm required standard Confirm current standard/ standard achieved Action/plan for improvement (Incl. timeframe where relevant) Potential consequences (incl. further action or termination) Review action plan to ensure that all parties have exercised their responsibilities (incl. training to be provided etc) 	Employee Immediate Supervisor Manager	Interview Record Supplementary Materials Warning Letter
Formal Performance Management Termination	Performance consistently unsatisfactory Behaviour consistently inappropriate or unacceptable Misconduct (Eg. deliberate and wilful)	<ul style="list-style-type: none"> History of concern Confirm required standard Confirm current standard/ standard achieved Review of actions/ timeframe for improvement Confirm all parties exercised responsibilities for improvement Confirm potential consequences Confirm performance management has been unsuccessful. <p>Employee's actions or behaviour are consistent with serious misconduct sufficient to warrant termination of employment without notice</p>	Employee Immediate Supervisor Manager Chief Executive Officer	Interview Record Supplementary Materials Termination letter

Appendix E – Performance Management Interview Guide

Employee Name : _____ Date : ____ / ____ /20____

Purpose of Meeting : _____

Persons Present : _____
(and role) _____

Summary of Concerns/ Allegations	We have become aware of issues regarding your performance/behaviour that occurred on DATE(s)/ during the period DATE to DATE. These issues include: <ul style="list-style-type: none"> • • • • •
Explain why the Concerns/ Allegations are unacceptable	This performance/ conduct is of concern to us for the following reasons: <ul style="list-style-type: none"> • Breach of policy, contract of employment, law etc. • Failure to perform duties/tasks to the required standard • Failure to behaviour in a manner appropriate to the workplace • • •
Possible outcomes of the interview (seriousness of the matter)	This is potentially a serious matter and may result in disciplinary action. This action could include: <ul style="list-style-type: none"> • Formal Warning • Final Warning • Termination of Employment • Other (e.g. demotion)
Opportunity for a Representative or Observer	As previously advised, you have the option of nominating a representative or an observer to be present at this interview.
Format of the Interview	During our discussion I will provide details of the concerns/ allegations. I will then ask you to provide your response/explanation on these matters. I will then consider all the information provided and make a decision on what further action may be appropriate in the circumstances.
Issue 1	On DATE(s) you: <ul style="list-style-type: none"> • • • <p>Ensure that you support these points with pre-prepared Supplementary Materials (NB: Refer to Supplementary Materials Guide)</p>
Record the employee's response/ explanation	Ask questions in accordance with pre-prepared Interview Questions (NB: Refer to Interview Questions Guide)
Issue 2	On DATE(s) you: <ul style="list-style-type: none"> • • •

Record the employee's response/ explanation	Ask questions in accordance with pre-prepared Interview Questions
Issue 3	On DATE(s) you: • • •
Record the employee's response/ explanation	Ask questions in accordance with pre-prepared Interview Questions
<p>Optional: Adjourn meeting to consider employee's responses and determine what, if any action should be taken in regard to the performance/ conduct concerns.</p> <p>Further Action:</p> <ul style="list-style-type: none"> • Opportunity to seek advice from senior management or Human Resources. • Opportunity to seek further information relevant to the employee's response (E.g. confirm employee's information with others involved, check training records etc.). <p>Considerations: (NB: Each case is decided on its own merits!)</p> <p>Employee History – How is the employee's overall work record? Quality of Information Evidence – What evidence have we got to back up our conclusions? Past Practise – How have similar matters been dealt with in the past? Consistency – Is the proposed action consistent with previous instances? Extenuating Circumstances – What reasons/excuses/alibis/explanations have been given? Frequency – Ho often has the employee infringed previously? Time Span – How long since the last incident involving the employee? Knowledge – Did the employee know the rules/requirements? Seriousness – How severe is the problem? Failure to Act – What are the consequences if we do nothing? Over-reaction – Have we got the problem/solution in perspective? Impact on Others – Impact on the Company/other employees of any action or inaction?</p>	
Outcome of the Interview	<p>I have reviewed all of the information relating to the concerns/allegations about your performance/conduct including your response/ explanation.</p> <p>Informal Performance Management: After proper consideration of the information available, it is my view that in this instance, it is appropriate to:</p> <ul style="list-style-type: none"> • discontinue this matter with no further action; • treat this matter in accordance with informal performance management;

	<p>Formal Performance Management (Warning): After proper consideration of the information available, it is my view that in this instance, it is appropriate to:</p> <ul style="list-style-type: none"> • issue a formal warning; • issue a final warning; <p>due to the seriousness of this matter.</p> <p>Termination: After proper consideration of the information available, it is the Company's decision that it is appropriate to:</p> <ul style="list-style-type: none"> • proceed with termination with notice for reason of consistent failure to perform/ behave in accordance with company standards. • proceed with termination of employment without notice (summary dismissal) for reason of misconduct;
Further Action	<p>Informal/Formal Performance Management:</p> <p>I confirm that:</p> <ul style="list-style-type: none"> • the Company requires an immediate and sustained improvement in relation to your performance/ conduct; • we will discuss a performance improvement plan; <ul style="list-style-type: none"> • review of appropriate supporting documentation including policies, procedures, SOPs, etc. • training/coaching to be provided; • competency assessment; • feedback by both parties throughout review period; • your performance will be reviewed on DATE; • Failure to achieve/maintain the required standard will result in further disciplinary action (which could include termination of employment) • A copy of relevant documentation will be forwarded to Human Resources to be recorded on your employee file. <p>Termination of Employment:</p> <p>I confirm that:</p> <ul style="list-style-type: none"> • Your employment will be terminated with effect from DATE; • (Where relevant) the Company has determined to make payment in lieu of notice; • This decision will be confirmed in writing; • You will be paid any outstanding wages or leave entitlements no later than DATE (NB: Confirm date with Payroll).
Other Comments	

Appendix F – Interview Questions Guide

The following is a list of questions that may be useful during the interview process.

Prior to the interview, please take the time to consider which questions may be relevant and formulate other questions specific to the situation.

INVESTIGATION INTERVIEWS

- Do you recall this incident?
- Would you please provide your recollection of this incident?
- What was your response (if any)?
- Would you please give reasons why this may have occurred?
- Were you aware of your obligations (policy, procedure, SOPs etc)?
- Was anyone else present when this occurred? Who?
- Can anyone else confirm this? Who?
- Has this happened before?
- Did you seek further advice/ assistance/ guidance? Why not?
- Did you seek further advice/ assistance/ guidance? From whom? What did he/she say?
- Was any action taken? Why not?
- Was any action taken? What action was taken? By whom?
- How did you feel when this happened?
- During the investigation we obtained information regarding
This is inconsistent with your account/ explanation. Can you provide any reasons why?
- Have you ever received training in relation to these matters?
- Do you feel that you require further training in relation to these matters?
- Was there anything that prevented you from?
-

Appendix G – Supplementary Materials Guide

The following is a list of documentation or other materials that may be useful in preparation for the interview process.

Prior to the interview, please take the time to consider what materials may be relevant to the situation.

- Do you have/need a copy of the employee's contract of employment? Obtain copy.
- Does the employee's contract contain any provisions that relate to the investigation?
E.g. Does the incident/performance management concern relate to a breach of policy?
If yes, does the employment contract state that the employee is required to comply with Master Plumbers policy?
- Are the employee's terms and conditions of employment covered by an industrial instrument? Do you have a copy of the industrial instrument? Obtain copy.
- Does the employee's industrial instrument contain any provisions that relate to the investigation?
E.g. Does the incident/performance management concern relate to fitness for work?
If yes, does the industrial instrument state that the employee is required to present to work in a manner fit for the safe and effective performance of his/her duties?
- Are there any Master Plumbers policies or procedures (E.g. Risk Assessment) that relate to the investigation?
What are the policies and procedures? Obtain copies of relevant policies/procedures.
- Are there any Site policies or procedures (E.g. Standard Operating Procedures) that relate to the investigation? What are the policies and procedures? Obtain copies of relevant policies/procedures.
- Has the employee been provided with training (E.g. Induction, re-induction, toolbox talks, formal training, on-site training, off-site training) relevant to the incident?
What is the training? Obtain records of attendance and training materials.
- Has the Master Plumbers issued communications (E.g. Site Notices, pre-start, Daily Operations Meetings, emails) in relation to the incident?
Obtain copies of these communications.
- Has the employee received previous informal /formal performance management in relation to the investigation? Obtain records of the performance management including, warnings, diary notes etc.
- Was an investigation conducted into the incident/ performance management?
If so, obtain copy of investigation findings.