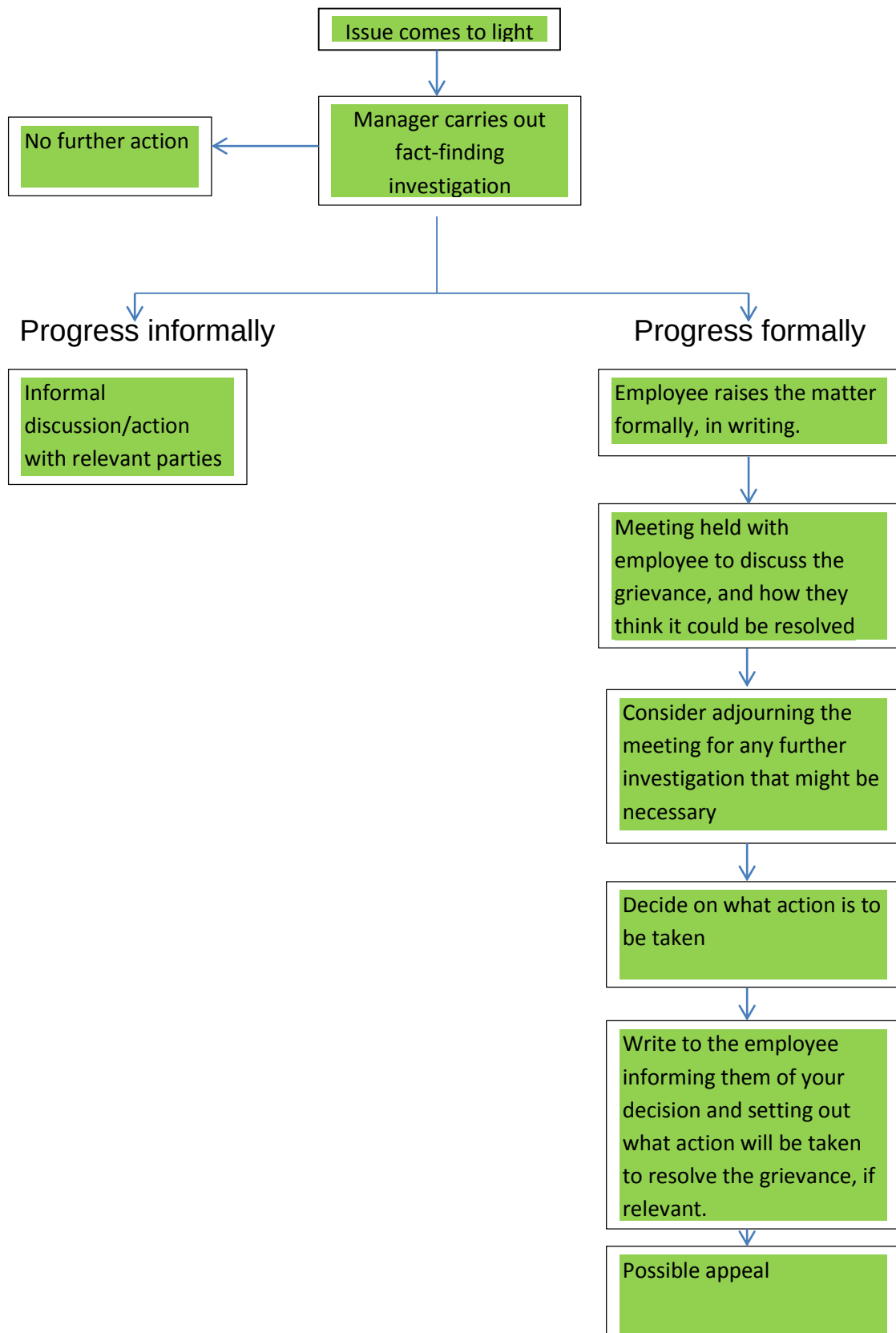


Sample Grievance Flowchart

(ensure what you use fits with your company policy and conforms to the Acas Code of Practice)



Addressing Underperformance

There are six main ways to overcome performance problems associated with a lack of ability

1. Provide support and resources

Consider whether employees have what they need to perform well and meet expectations

- Ask them about additional resources they think they need.
- Listen for points of frustration.
- Note where employees report that support is inadequate.
- Verify the claims with your own investigation. People will often blame external sources for their poor performance before admitting their own fault.

This is a very effective first step in addressing performance. It signals to members of your team that you're interested in their perspective and are willing to make the required changes.

2. Train, develop coach

Consider whether additional training is needed. Explore with them whether they have the actual skills required to do what's expected. Are their skills still current? Do they need training in specific skills, or general development in the role or would they benefit from coaching? What development interventions are available and affordable in terms of time and costs? Part of the discussion may involve applying training that they have already undertaken.

3. Redesign the job

Has the job expanded? Is the individual being asked to carry out tasks that are beyond their capability or activities for which they have no aptitude? Is it possible and acceptable to re-design the job? This involves analysis of the individual components of the work, and may involve re-distribution of tasks and re-arranging the jobs of other people as well.

4. Re-deploy

It may be necessary to re-deploy the poor performer, as they lack the skills and aptitude for the position. Many organizations apply capability procedures to do this. (Re-deployment is usually easier in large organizations than in small organizations where it may not be an option at all.)

5. Release

Sometimes people need to be helped to see that they are not in the right job. It can be extremely difficult (and risky) to do this, but if handled properly, releasing someone by mutual agreement can be the best outcome for everyone concerned.

6. Discipline and/or dismiss

As a final option for lack of ability, you may need to dismiss someone. You may invoke the disciplinary and dismissal procedures to do this (capability procedures

may also be used to remove someone from the organisation). In all circumstances, contracts have to be terminated legally. It may be a difficult decision, but may also be the best decision for your whole team.

Remember, there are potential negative consequences of retaining a poor performer after you've exhausted all the options available:

- You'll annoy other members of your team, who may have to work harder to "carry" the poor performer.
- You may promote a belief in others that you're prepared to accept mediocrity – or, worse, underperformance.
- You may waste precious time and resources that could be better used elsewhere.
- You may signal that some employees deserve preferential treatment.
- You may undermine the whole idea of finding the best person for the job.

What can you do to address lack of motivation?

Counsel

It may be that the person's performance and behaviour is uncharacteristically below what is expected. Often the cause lies outside of work or is personal. Sometimes people are willing to divulge what's going on and sometimes they are not. Counselling skills are required to get to the bottom of the problem and to deal with it.

Refer

There are two reasons for referring people – one is to comply with internal performance management procedures, the other is to access expert help if required. There are some problems that require expert intervention and managers need to recognize their limits. Don't push people, and don't try to offer solutions to problems about which you have no knowledge or you can end up doing a lot of harm. Refer people to HR, who are more likely to be able to refer people on to experts if necessary.

Coach

Coaching may be effective in improving performance of de-motivated staff, and can help people to deal with behavioural, cultural and engagement issues.

Use motivational techniques

There is a range motivational techniques that you can use. You will need to employ techniques that the individual is most likely to respond to – so this depends on your knowledge of the person and what motivates them. Techniques include setting clear objectives, providing support, regular communication, opportunities for teamworking, opportunities to take the lead or specific responsibility, praise, recognition and reward.

Discipline and dismiss.

As with lack of ability, the final option may be to discipline and dismiss