



# Performance & Development Procedure

We believe that the focus should be on our leaders and our people engaging in a performance partnership; based on shared goal setting, regular feedback, and open communication on a regular basis. Success for both the organisation and our people relies upon transparency, clarity of expectations and maintaining standards of performance and behaviour.

## Purpose

To outline the processes by which SP Hunters and our people will work together to support, develop and grow the capability required to deliver on performance indicators and broader organisational objectives – now and into the future.

## Scope

This Procedure applies to all employees. SP Hunters reserves the right to amend this Procedure at any time in line with changing business requirements.

## Procedure Elements

### Probationary periods

New employees to SP Hunters will serve a probationary period of three months upon commencement of their role. Our support for you as an employee starts from day one so during your probationary period it is expected:

- Leaders will support you with a thorough onboarding process.
- Leaders will meet frequently with new employees to provide feedback and support on role expectations, including conducting monthly Success Conversations.
- You and your leader will jointly agree to Key Performance Indicators (KPIs) and these will be regularly discussed.
- You are to feel empowered to seek out feedback and ask questions of your leader and peers to help guide performance and behaviour.

As applicable, before the end of your probationary period you will be issued with a letter confirming the successful completion of the probation, ongoing employment and welcoming you to SP Hunters as an ongoing employee.

If there are any concerns about your suitability for the role or ability to achieve agreed KPIs during the probationary period, these concerns will be raised with you directly to allow you to adjust your performance or behaviour. On rare occasions it may be necessary for SP Hunters to formally extend your probationary period to allow for improvement in performance or behaviour to be exhibited.

### Ongoing Success Conversations

Leaders and employees at SP Hunters take part in monthly Success Conversations. Success Conversations will:

- Discuss progress towards, and ongoing applicability of KPIs.
- Cover concerns and challenges, with possible solutions explored and options put forward by both parties.
- Allow for action planning with regard to any performance goals or improvement objectives.
- Provide an opportunity for positive feedback and reflection upon lessons learnt.
- Empower you to seek out feedback and ask questions of your leader to help guide performance and behaviour.
- Have the key points documented by you and your leader, to support future Conversations.
- Be held in an appropriate setting that provides the required level of privacy.



## Career Conversations

SP Hunters is committed to a performance partnership with employees, supporting your growth and development. Through Success Conversations and Career Conversations we aim to identify and provide appropriate development pathways for our people.

Career Conversations are held between you and your leader on a biannual basis to ensure development goals are explored and progress monitored. The responsibility for development is a shared one. A Development Plan for each employee is prepared/maintained at these sessions, with goals that are aligned to your performance, career aspirations and the needs of SP Hunters. The Development Plan will be reviewed at each Career Conversation, and progress can also be discussed during Success Conversations as applicable.

SP Hunters provides learning opportunities to all employees which include; mandatory training (in accordance with legislative requirements), 70/20/10 methodology (ensuring there is regular development on the job), and further programs for development.

The *Career Converser* tool is an intuitive on-line tool used by SP Hunters to support our employees' career growth and development. It provides the foundation for an impactful career conversation between you and your leader. We encourage you to utilise this tool to support your development with SP Hunters.

## Managing Underperformance

From time to time it may be necessary for a leader to escalate performance management from the ongoing Success Conversation environment, to a more structured performance management process. It is also essential that a fair, transparent and legally compliant process is followed.

The aim of performance management is to facilitate the required level of sustained improvement in the employee's performance or behaviour. It is important for the employee to understand the seriousness of this process and the fact that should adequate improvement not be sustained, there may be a risk to their ongoing role with SP Hunters.

This action would only be taken in cases where unacceptable performance or behaviour has not been able to be addressed using Success Conversations, or where the matter is more serious in nature. If leaders have any question regarding managing underperformance they should speak directly with Human Resources for support. It is important to consider:

- An initial supportive response may be more effective than taking immediate formal disciplinary action.
- Coaching approaches are best used to identify the reasons for the situation.
- All cases are to be treated with respect and sensitivity.

A Performance Improvement Plan (PIP) may be created with input from both leader and employee with the aim of establishing a clear action plan, with timeframes, to achieve the required level of improvement. The PIP will include actions to be undertaken by the employee and the support to be provided by the leader. Preparation of a PIP may be undertaken separately and in advance of the formal steps of performance management detailed below. The leader will closely manage the implementation of the PIP and provide feedback on improvement to the employee.

Leaders should maintain file notes or formal records of the incidents and behaviours leading to performance management, as well as any communication with the employee regarding the matter. Leaders should seek support from Human Resources for this process, which may include the following steps (as applicable to the situation):

1. Arrange initial performance meeting.
  - The employee should be advised in advance of the timing, place and content of the performance management meeting. Failure to provide adequate notice of the meeting would be deemed to be 'unfair' under workplace legislation.

- The employee should be advised they can bring a support person\* to the performance management meeting. The principles of procedural fairness require an employer allow an employee to have a support person present when carrying out any action that may be viewed as adverse to the employee's interests. SP Hunters are entitled to know the name of any support person in advance of the meeting.
2. Conduct initial performance meeting.
    - It is recommended the leader have a second leader (peer/senior or Human Resources) attend any performance management meeting to act as an independent observer.
    - The leader should provide details of the behaviour or performance aspect of concern, including the context for why it is now a formal discussion (i.e. previous Success Conversations, PIP, informal discussions, seriousness of the concern, etc.).
    - The employee should be offered the opportunity and encouraged to respond to the concern and raise any other matters they feel are relevant. Any mitigating factors should be discussed.
    - The employee should be advised that should the required level of performance or behavioural improvement not be obtained and sustained, their ongoing employment may be at risk.
    - If a PIP has not previously been created, it should be done at this point, with leader and employee agreeing to the action plan and timeframes.
  3. Letter documenting performance meeting.
    - After the meeting the employee should be given a letter outlining the matter, the expected level of performance, the timeline agreed to, the assistance SP Hunters will provide, and the date of a follow up meeting. This letter may also document any matters of relevance raised by the employee during the initial meeting.
    - It is probable that this letter will be termed "written warning".
    - Appropriate timeframes should be established and agreed upon during which the employee can demonstrate improved and sustained improvement, which may vary depending on the reason for performance management.
  4. Monitoring and feedback on improvement.
    - Should timeframes established in the meeting and documented in the letter, the leader will meet with the employee and provide feedback on progress.
    - Should performance or behaviour be improved and sustained to the satisfaction of the leader, the performance management process comes to an end with no further action necessary.
    - Should performance or behaviour not be improved or sustained a subsequent meeting will need to be held with the employee.
  5. Failure to achieve and sustain required improvement.
    - If sustained improvement is not achieved in the required timeframes, it may be necessary to proceed to the final stage/meeting in the performance management process.
    - In a final meeting it will be made clear that the employee is not performing their role to the level required by the organisation, despite feedback and assistance, and that their position with the company will be terminated. This should be the last resort, after all attempts have been made to improve performance through coaching, feedback and support.
    - Any extenuating circumstances raised by the employee at this final meeting should be considered, although they may or may not impact on any decision to terminate the employee's position.
    - A letter of termination will be provided to the employee summarising the matter and the lack of suitable improvement and details of the termination.

\* *The role of the support person in any meeting is not to act as 'advocate' for the employee nor to speak on their behalf. Whilst the support person is able to speak in the meeting it should be primarily to ask for clarification on any question that they may feel is confusing, or to check on the well-being of the employee. The support person is expected to maintain confidentiality of the process.*

## Disciplinary Action

Disciplinary action by SP Hunters may follow formal performance management, or may be due to misconduct or serious misconduct. All serious misconduct and especially suspected criminal activity at the workplace must be reported immediately to Human Resources who will determine further action, including referral to police and/or other authorities if warranted.

'Misconduct' generally involves something more than minor negligence or innocent mistake. In relation to this procedure, misconduct may include, but not be limited to:

- Breaches of policies, codes of conduct and other reasonable instructions
- Unauthorised absence from duty
- Inappropriate use of SP Hunters property and facilities

Serious misconduct is defined by the *Fair Work Regulations 2009* as:

- Wilful or deliberate behaviour by an employee that is inconsistent with the continuation of the contract of employment
- Conduct that causes serious and imminent risk to the health and safety of a person, or the reputation, viability or profitability of the employer's business
- Theft
- Fraud
- Assault
- The employee being intoxicated (alcohol or drugs, other than prescribed drugs) at work
- The employee refusing to carry out a lawful and reasonable instruction that is consistent with the employee's contract of employment

Where misconduct or serious misconduct has been reported to or observed by the manager, SP Hunters may enter into an appropriate investigation to determine the facts of the matter. Human Resources will determine the requirement for and the format of such an investigation. Should an investigation be deemed necessary it will be conducted in a fair and equitable manner.

To facilitate a fair and transparent process, SP Hunters will undertake to:

- Conduct/facilitate reasonable investigations into allegations where warranted.
- Determine exactly what the employee (affected person) is alleged to have done or failed to do.
- Communicate with the affected person exactly what, when, how and where the complaint has arisen in terms of the alleged act.
- Provide enough notice to the affected person to have the option of a support person being present during any meetings.
- Make the affected person aware of the consequences if the allegations are proven.
- Provide the affected person with sufficient opportunity to respond to the allegations.
- Maintain confidentiality and privacy throughout the proceedings – taking account of the possible need to advise and involve others where appropriate.

Any SP Hunters employees involved in an internal investigation in any capacity are expected to maintain strict confidentiality around the process at all times.

Termination of employment will be a remedy of last resort and implemented only after all other processes and remedies, as outlined in this document, have failed.

Mr Stan Joyce

Chairman

Papua New Guinea Hunters Rugby  
Football Club Limited

Mr Jeremy Edwards

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