HR6 EMPLOYEE COMPLAINT MANAGEMENT

Human Resources

PREAMBLE:
The Shire of Kulin (the Shire) is committed to providing a safe and healthy workplace in which diversity is valued and encouraged. Problems arise from time to time as a result of differences in the workplace. This policy outlines the steps that will be taken when a person makes a workplace related complaint, or some type of unlawful or inappropriate behaviour is observed and reported to management.

This policy should be used in conjunction with the Shire's Code of Conduct.

Workers who engage in unlawful or inappropriate behaviour as outlined in the Code of Conduct, policy HR18 Workplace Behaviour (Harassment, Bullying & Discrimination) or any other legislation may be subject to disciplinary action, up to and including instant dismissal.

This policy does not address under performance management issues. Refer to HR25 Under Performance Management

This policy relates to worker complaints only. Customer complaints are dealt with under policy A10 Complaint Handling.

OBJECTIVE: To detail how the Shire will resolve worker complaints and workplace issues.

DEFINITIONS:

Breach of Confidentiality: during a formal investigation one of the parties/witnesses /managers/investigator connected to the investigation discloses information about the investigation to a worker or other party not involved in the investigation.

Complainant: the person making the complaint.

Formal mediation: a form of alternative dispute resolution where a suitably qualified external third party assists the Complainant and Respondent to come to an agreed form of outcomes.

Frivolous complaint: a complaint that is found to be of little importance or to have no merit.

Grievance Officer (GO): a person trained to conduct formal investigations and resolve informal complaints (can be internal or external to the workplace).

Informal mediation: a process whereby a third party (usually internal) facilitates discussion between the Complainant and Respondent aiming to bring about a satisfactory resolution.

Investigator: person allocated to conduct the formal investigation. It may be the GO, Chief Executive Officer (CEO) or an external investigator.

Manager: includes the CEO or an Executive Manager working for the Shire of Kulin.

Respondent: person responding to a complaint made about him/her/them.

Support person: a person who is present at meetings, to support a Complainant, Respondent or Witness during the process. They do not speak in these meetings but can take notes.

Witness: anybody who is asked to provide information in relation to a formal investigation who is not the Complainant or Respondent.

Worker: is a person who carries out work for the Shire. It includes an employee, contractor, subcontractor, apprentice, work experience student, labour hire, volunteers.

Vexatious complaint: a complaint that is instituted without sufficient grounds or serving to cause annoyance.

PRACTICE:

1. Application

This policy applies to everyone defined as a Worker.

This policy applies to behaviour that occurs in the workplace, including work outside normal work hours and at work related events such as conferences, training events and social functions like after hours drinks, Christmas parties and at any other place where a worker is a representative of Shire and where it can be shown that there is a workplace connection or workplace impact.

This policy can be used to manage the following types of situations:

- perceived unlawful behaviour such as discrimination, harassment (sexual, racial, disability, sex-based), hostile workplace environment, bullying and other unsafe behaviours and victimisation
- conflict with other staff
- lack of reasonable flexibility in workplace arrangements
- promotions
- training
- rosters
- workplace safety (if not resolved through the required work, health and safety process)
- work environment issues
- misconduct issues

2. Responsibilities

2.1 All Workers

All Workers at the Shire must be aware of this policy. They are responsible for ensuring that:

- Their behaviour in the workplace complies with this policy.
- If a Worker has any questions in relation to this policy, then they can ask a Manager.
- They respect the confidentiality of any complaint made.

Workers may be personally liable for their actions if they do not comply with the above requirements.

It should be noted by all workers that, as the CEO is responsible for all staffing matters, Workers under no circumstances should report to or lobby Elected Members regarding grievances or staffing issues. To do so is a breach of the Code of Conduct and can result in disciplinary action.

2.2 Managers & supervisors

Managers and supervisors have a greater responsibility in the workplace. Managers and supervisors:

- Must identify and manage a complaint in accordance with this policy and procedure.
- Must not allow, permit, assist or tolerate inappropriate actions occurring or continuing by their action or inaction.

- Must not victimise a Worker for making a complaint or a witness for giving evidence.
- Must ensure that confidentiality is maintained in relation to complaints including stopping gossip when they are aware of it.

Managers & supervisors may be secondarily liable for their actions if they do not comply with the above requirements.

2.3 The Shire as the Employer

The Shire must:

- Take reasonable and proportionate measures to eliminate, as far as possible, unlawful behaviours.
- Do all that is reasonably practicable to identify, assess and eliminate and/or minimise risk in relation to unlawful behaviours and possible safety breaches.
- Display this policy in a central location accessible to all staff.
- Discuss the policy with new Workers during onboarding induction.
- Educate all Workers in relation to their rights and responsibilities in relation to reporting unlawful behaviours and possible safety breaches.
- Educate managers and supervisors in relation to their extra responsibilities and duties because of their role in the organisation.
- Either have a trained GO to investigate complaints or an external investigator appointed.
- Offer free confidential access to an Employee Assistance Program (EAP) to provide workers with support

3. Overriding Principles

3.1 Confidentiality

The Shire will ensure that confidentiality is maintained where appropriate. People involved in the complaint (including the Complainant, Respondent, Witnesses and Investigator) are to follow the procedure outlined in this policy and not to disclose the information to anyone else within or outside the workplace while the investigation is in progress, unless to comply with the law or to seek legal advice.

Information about a complaint will only be given to people directly involved in the management of the complaint.

Anyone who discloses confidential information inappropriately may be disciplined.

All documents created during the complaint are to be kept securely.

3.2 Natural Justice

When a matter is investigated the Complainant and the Respondent have certain legal rights that protect them during the investigation process.

The Shire will ensure that when a matter is investigated:

- The details of the allegation are given to the Respondent.
- Both parties have an opportunity to respond to all the allegations and evidence and have a reasonable amount of time to do this.
- Both sides are allowed support.
- All allegations will be fully investigated before a decision is made.
- The decision maker is impartial.
- The decision made will be fair and based on the documented evidence before the decision maker.
- No disciplinary action will be taken unless the complaint is found to be proven.
- The disciplinary action recommended is reasonable.

- Both parties have the right to appeal either the finding or the disciplinary action recommended or both.

3.3 Victimisation

- Any Worker who has made a complaint or is a witness to a complaint will not suffer any disadvantage or detriment for having made a complaint in good faith.
- Anyone who victimises another Worker will be disciplined.
- Anyone found to have made a malicious or false complaint will be disciplined.

3.4 Person centred and trauma informed

- Person centred approaches are about considering the needs of the individual in the midst of the safety requirement to ensure the behaviour does not continue. It is about listening to them.
- Trauma informed approaches are about understanding trauma and how it affects people and acting in a way that avoids causing further harm. It prioritises safety, choice and empowerment and also recognise the impact of trauma on a person's ability to recall information.
- The Shire must balance these principles with their duty of care to do all that is reasonably practicable to eliminate the behaviour from continuing. This means, that at times a Worker may not receive what they want, but it does mean genuinely considering their wishes.

4. Discipline

Discrimination, harassment (sexual, racial, disability, sex-based), bullying and other unsafe behaviours, victimisation and breach of confidentiality will not be allowed at the Shire A Worker who engages in any conduct that constitutes these behaviours will be subject to disciplinary action including instant dismissal. Disciplinary action could include:

- Counselling
- Training
- Warning-written
- Demotion
- Apology
- Lack of bonus/salary increment
- Lack of promotion
- Dismissal

Any Manager or supervisor who is made aware of any behaviour that could be discrimination, harassment (sexual, racial, disability, gender based), bullying and other unsafe behaviours, victimisation or breach of confidentiality and who does not deal with the conduct appropriately or report the conduct to the appropriate personnel will also be subject to appropriate disciplinary action, including instant dismissal.

PROCESS:

A Worker making a complaint has **two options available – informal and formal**. The intention is that the lowest level of intervention appropriate to the issue be used.

Where the Complainant wishes to go straight to the formal level, this decision is to be made in conjunction with the GO or CEO.

Whatever pathway a Worker takes, the Shire is committed to support the Worker before, during and after the reporting process.

Note: Complaints relating to the CEO will be handled by a competent external human resource consultant appointed by the Shire. The CEO/GO will only deal with the Complainant to inform them of the appointment of a person suitable to deal with the complaint. The Shire President must be notified and determine if the complaint is required to be reported to Council under the Code of Conduct or any other legal requirement that requires their notification. Complaints relating to an Elected Member will be handled by the CEO.

1. Informal Complaint

An informal complaint is appropriate when one or more of the following exist:

- The matter is of a minor nature with little or no ongoing consequences.
- The behaviour was one off or not over an extended period of time.
- The impact on the Complainant is minor.
- There is an on-going working relationship with the parties that the Complainant wants to maintain.
- Informal resolution hasn't been tried.
- Where the Complainant wants the matter to be dealt with informally.
- The Complainant wants the behaviour to stop but doesn't want the Respondent to be punished.

A Manager / GO may decide once they have heard the complaint that it is serious and may have to escalate it to a formal complaint status, even if the Complainant does not want this to happen.

Steps to follow for an informal complaint:

Step 1: Preparation by the Complainant

1. The Complainant can access support from either their immediate supervisor, a Manager, GO, support person or the EAP to help talk through the situation.
2. It is useful for the Complainant to think about what has happened and write it down (for their own benefit) in terms of what, when, where and who.
3. The Complainant should work out what outcome they would like to happen.

Step 2: Approach the Person

1. The Complainant should decide if they would like to approach the Respondent. If so work out where, when and how they would like to approach the Respondent.
2. The Complainant can then state that they would like to have a talk with the Respondent about their behaviour, ask them when they would like to do this.
3. State what they did/said and find out the Respondent's perspective before deciding whether to explain why the Complainant did not like it and what the Complainant would like the Respondent to do instead.
4. If the matter is resolved, then the Complainant does not need to take any further action, but /they can contact their EAP/Manager/GO to debrief if necessary.

Step 3: Speak with Manager or Grievance Officer

1. If the matter is not resolved or the Complainant does not feel able to speak directly to the Respondent, then the Complainant can speak with their immediate Supervisor, a Manager or GO to discuss other suitable informal options. The preference would be to speak with their immediate supervisor first, however if the Complainant does not feel comfortable, they can speak with a Manager or the GO.
2. The immediate supervisor/Manager/GO can have either a group general conversation or an individual general conversation with the Respondent. The aim of this conversation is to remind staff of the Shire policies in relation to appropriate

workplace behaviours and to highlight the types of behaviours complained of. This is an appropriate option where the behaviour complained of is not serious and there is a likelihood that staff are not aware that their behaviour is inappropriate and more than one person has experienced/witnessed it and the Complainant does not want their identity disclosed (and because the behaviour is not just directed at the Complainant, their identity does not need to be disclosed).

3. The other alternative is where the Complainant does not feel comfortable speaking to the Respondent, the immediate supervisor, Manager or GO can separately speak with the Respondent about the behaviour. If the Respondent responds positively to the approach and the Manager or GO communicates this to the Complainant and the Complainant is happy with this then the matter is resolved without bringing the two parties together and no further action will be taken.

Step 4: Informal Mediation

Informal Mediation can be used where both the Complainant and Respondent agree to its use. The Manager or GO will organise for the Complainant and Respondent to meet (after having had separate meetings with them) and the Manager/GO will take on the role of mediating the conversation between the parties. Both parties must agree to the mediation.

Step 5: Formal Mediation

Formal mediation involves an external qualified mediator conducting a mediation between the Respondent and Complainant. Formal mediation is appropriate where the matter is serious and it is the last option before making a formal complaint. Both parties must agree to the mediation.

Recording Information

All interviews conducted should be reduced to writing. Any supporting evidence such as emails, pictures etc. should be copied and attached to the written notes. All this information will be stored in the locked HR filing cabinet and in a folder within Personnel folder on the Shire's shared drive (with access limited to appropriate parties).

2. Formal Complaint

A formal investigation is appropriate where an informal resolution was not successful, or it has been decided that it is appropriate for a formal investigation to occur because one or more of the factors exist:

- The matter is of a serious nature with significant ongoing consequences.
- The behaviours are repeated over an extended period of time.
- The impact on the Complainant is significant psychologically and/or physically.
- The working relationship has broken down.
- The Complainant wants the truth to come out and the Respondent to be held to account for their actions.
- Where the Complainant wants the matter to be dealt with formally.
- The behaviour complained of is unlawful or a significant safety breach.

The process to be followed for a formal complaint is:

Step 1: Written Complaint

1. The Complainant or other relevant party (such as a Manager or GO) completes the written complaint form (attached to this policy below). When completing the form, the Complainant should focus on the facts, what, where, when, how and any

supporting evidence they may have, including other witnesses, emails, photographs, texts etc.

2. If required, the Complainant can seek the help of a Manager or an External Agency to complete this form. The form is given to the GO or CEO who will decide if the matter is to proceed as a formal investigation and who to allocate the investigation to. The GO/CEO may decide that other informal options are to be explored first. It may be allocated to the GO, CEO, or external independent investigator.
3. A copy of the written complaint will be given to the Respondent before the Respondent is interviewed by the Investigator. Once the Respondent has been notified of the complaint, the Shire has the option of suspending one or both parties on full pay and/or altering the work arrangements of one or both parties until the investigation is complete and the decision has been made by the Investigator.
4. The Investigator will also have a copy of the form.

Step 2: Investigation of Complaint

1. An investigation must have commenced within two days of the written form being given to the GO/CEO.
2. If the complaint is against the CEO or an Elected Member, it must be referred immediately to the CEO or President, as appropriate, and investigated by an independent external party. Otherwise, the Investigator may be the GO or CEO.
3. The Investigator meets with the Complainant and outlines the grievance process, the principles that apply to the process and the procedure that will be followed.
4. The Complainant can seek support/representation from an external agency/person.
5. The Investigator interviews the Complainant and any Witnesses identified by the Complainant and makes a written statement of all Witnesses.
6. The Investigator checks the accuracy of the statements with the relevant Witnesses, and a final statement is completed within three days of the draft statement being provided to the Complainant/Witness.
7. The Investigator provides a summary of the statements to the Respondent.
8. The Investigator meets with the Respondent and outlines the grievance process, the principles that apply to the process and the procedure that will be followed.
9. The Respondent is provided with the complaint and all relevant witness statements and has within three days to respond to the complaint.
10. The Respondent can seek support/representation from the EAP or an external agency.
11. The Respondent can respond in writing or/and by way of an interview with the Investigator. A support person/representative can be present during this interview and can take notes during the interview.
12. The Investigator makes a written statement based on the interview with the Respondent and any relevant Witnesses and checks the accuracy of the statements with the relevant Witnesses. A final statement is completed within 3 days of the draft statement being provided to the Respondent/Witness.
13. Where new facts arise in the course of the Investigator interviewing the Respondent and the Witnesses, the Investigator may provide the relevant new parts of the Respondent's statement and Witness statements to the Complainant and allow at least three days for the Complainant to prepare a response.
14. The Investigator meets with the Complainant and makes a written record of their response to the Respondent and other Witnesses' statements.
15. At any time throughout the formal grievance process the Investigator, may, with the consent of both parties, pause the investigation and attempt to mediate a resolution of the grievance. If the mediation is successful, then the investigation will cease at that point. All documentation collected up until that point will be stored in a secure location.

Step 3: Outcome of Investigative Process

The Investigator provides a written report to the CEO which contains all the relevant evidence and states whether the allegations are substantiated or not and the recommended outcome. The recommended outcome may include but is not limited to:

- Counselling
- Training
- Warning: written warnings will be recorded on the relevant Workers personnel file, this could include a final written warning.
- Demotion
- Apology
- Lack of bonus/no salary increment
- Lack of promotion
- Show cause: a Show Cause opportunity may be offered when the Shire r is considering termination of employment as a disciplinary outcome for a Worker. The Worker will be provided with the reasons warranting termination and will be given the option to respond in writing as to why their employment should not be terminated. Workers are encouraged to bring a Support person with them to Show Cause meetings.
- Dismissal: if the actions are considered so serious that they warrant termination of employment, this will be notified to the Worker and either paid with or without notice, depending on the relevant circumstances.

The CEO (or Shire President if the complaint relates to the CEO) decides on the report provided and both parties are provided with the decision (in writing) within three days of the report being provided to the CEO.

Either party may request in writing to have the finding, or the disciplinary determination reviewed within three days of being notified of the decision. The request must be given to the decision maker.

Once an appeal letter has been received the decision maker will outsource an independent investigator/legal practitioner to examine all the evidence and advise accordingly.

The independent Investigator's review is final within the Shire in the internal conclusion of the complaint.

The time frames outlined in this document can be varied either by agreement between the parties, at the decision maker's discretion for operational requirements or a justifiable reason for the delay can be substantiated; e.g. illness or leave. The reference to a number of days for an action required to be undertaken does not include weekends or public holidays.

Vexatious Complaints
If a complaint is made and is subsequently found to be a frivolous or vexatious complaint, then the Worker who made the complaint may be subject to disciplinary action up to and including instant dismissal.

DELEGATION: To the CEO to authorise the engagement of an independent human resources consultant, mediator, investigator or other suitably qualified person to assist with the management, investigation, mediation or resolution of workplace grievances in accordance with the Shire's adopted grievance, complaints, workplace behaviour or human resources policies.

HEAD OF POWER: *Local Government Act 1995*

Worker Formal Complaint Form

Worker details			
Name		Date lodged	
Position		Department	

Incident details	State **what** happened (facts), **when** (if more than one occasion then state all dates), **where** it happened and **who** was present and **what** you did about it and **what** were the consequences? *[You can attach additional pages if you need more room*]

Preferred Outcome			
Who else is aware of the complaint?		Grievance Procedure explained to Complainant?	Yes / No

Worker		
(name)	(signature)	(date)

Manager/HR/Other		
(name)	(signature)	(date)

HR18 WORKPLACE BEHAVIOUR (HARASSMENT, DISCRIMINATION & BULLYING)

Human Resources

PREAMBLE:
The Shire of Kulin (the Shire) is an Equal Opportunity Employer who is committed to providing a safe workplace that is free from workplace behaviours that are unlawful or a risk to health and safety and one where diversity is valued and encouraged. The Shire is committed to making decisions in relation to recruitment, selection and promotions based on merit only.

All behaviours outlined in this document are unlawful and unacceptable at the Shire.

This policy is consistent with the Shire's Code of Conduct.

The Shire has a legal obligation, to eliminate, as far as practicable, the behaviours outlined in this document which are in consistent with the following legislation:

- *Equal Opportunity Act 1984* (WA),
- *Work, Health and Safety Act 2020* (WA) and its related regulations and codes
- *Industrial Relations Act 1979* (WA)
- *Sex Discrimination Act 1984* (Cth)
- R*acial Discrimination Act 1975* (Cth)
- *Disability Discrimination Act 1992* (Cth)
- A*ge Discrimination Act 2004* (Cth)
- *Australian Human Rights Commission Act 1986* (Cth) and
- the *Fair Work Act 2009* (Cth).

It is expected that workers (and other people subject to this document) do not engage in any unlawful behaviours outlined in this document and if they do, they may be subject to disciplinary action, up to and including instant dismissal in accordance with HR6 Employee Complaint Management.

OBJECTIVE:
To promote and maintain a workplace that is safe, respectful, inclusive and free from unlawful discrimination, harassment, sexual harassment, victimisation, bullying and other inappropriate workplace behaviours.

PRACTICE:

1. Application
This policy applies to everyone who works at the Shire including workers, potential workers, trainees, contractors and labour-hire staff, regardless of whether they work full time, part-time or casual as well as volunteers, visitors, clients, and service providers.

This policy applies in the workplace including work outside normal work hours and at work related events such as conferences, training events and social functions, like after hours drinks, Christmas party, conferences and at any other place where you are a representative of the Shire and where it can be shown that there is a workplace connection or workplace impact.

In this policy a manager includes the CEO or an Executive Manager working for the Shire.

2. Responsibilities

2.1 All Workers

All workers at the Shire must be aware of this policy. They are responsible for ensuring that:

- Their behaviour in the workplace complies with this policy.
- If a worker observes behaviour that they think contravenes this policy, then they must inform a manager of this as soon as is possible.
- If a worker has any questions in relation to this policy, then they can ask a manager.
- They respect the confidentiality of any complaint made and avoid gossip in relation to any possible inappropriate conduct.
- Workers may be personally liable for their actions if they do not comply with the above requirements.

2.2 Managers & supervisors

Managers and supervisors have a greater responsibility in the workplace than other workers. In addition to the requirements in 2.1 managers and supervisors:

- Must apply the policies in this document consistently in the workplace to ensure that all workers are protected from workplace behaviours that are unlawful or a risk to health and safety.
- Have a higher standard of behaviour to comply with than other workers and must act as a role model for appropriate standards of behaviour.
- Must disclose personal/intimate relationships where they are more senior to the person, they are in a relationship with.
- Must manage a complaint in accordance with the HR6 Employee Complaint Management.
- Must not allow, permit, assist or tolerate inappropriate actions occurring or continuing by their action or inaction.
- Must not victimise a person for making a complaint.

Managers/supervisors may be secondarily liable for their actions if they do not comply with the above requirements.

2.3 The Shire as the Employer

The Shire must:

- Do all that is reasonably practicable to eliminate and/or minimize risk in relation to unlawful behaviours and possible safety breaches.
- Make this policy accessible to all staff.
- Discuss this policy with new workers at induction.
- Educate all workers in relation to their rights and responsibilities in relation to unlawful workplace behaviours and possible safety breaches.
- Educate managers and supervisors in relation to their extra responsibilities and duties because of their role in the organisation.
- Either have trained grievance officers to investigate complaints or an external investigator
- Offer free confidential access to an Employee Assistance Program (EAP) to provide workers with support

3. Discrimination

Discrimination can be either direct or indirect.

3.1 Direct discrimination is when a person is treated less favourably than another person in the same or similar circumstances based on one of the following grounds:

- Gender
- Race (includes colour, ethnicity, national origin, language)
- Impairment or disability
- Age
- Pregnancy or potential pregnancy
- Breastfeeding
- Marital Status
- Family Responsibility
- Family Status
- Political Conviction
- Religious Conviction
- Gender Identity/History/transgender
- Sexual Orientation
- Intersex status
- Trade Union membership/activities
- Medical record
- Subject to domestic or family violence

3.2 Indirect Discrimination is when there is an unreasonable rule (policy, procedure or practice) that appears neutral but has a negative effect on a particular group of people with characteristics that would fit into one of the grounds mentioned in the direct discrimination definition and the discriminated person is not able to comply with the rule.

4. Hostile Workplace Environment

It is unlawful for a person to subject another person to a workplace environment that is hostile on the ground of the sex of the person making the complaint.

A hostile workplace environment occurs when a reasonable person, would have anticipated the possibility of the conduct resulting in the workplace environment being offensive, intimidating or humiliating to a person of the sex, by reason of their sex or a characteristic normally attributed to their sex.

Conduct can mean written or oral. Factors to be considered include the seriousness of the conduct, whether the conduct was continuous or repetitive and the role/influence or authority of the person doing the conduct. The conduct is limited to the workplace. The conduct does not have to be directed at the person making the complaint. The conduct is broader than behaviours of a sexual nature but could also include sexual content.

5. Harassment

Unlawful harassment is unwanted, uninvited and inappropriate behaviour based on a person's race, disability, sex or sexual in nature.

5.1 Sexual Harassment

Sexual harassment is unwelcome conduct of a sexual nature that a reasonable person would anticipate the possibility that the person would be offended, humiliated or intimidated by. The conduct includes oral and written statements and physical gestures.

It does not matter that a person did not mean to be offensive.

5.2 Sex Based Harassment

Sex based harassment is when a person engages in unwelcome conduct of a demeaning nature in relation to a person's sex and which a reasonable person, having regard to all the circumstances, would have anticipated the possibility that the person harassed would be offended, humiliated or intimidated.

5.3 Racial Harassment

Racial harassment is when a person is threatened, abused, insulted or taunted about their race, or a characteristic generally associated with their race and they believe if they object to the unwanted behaviour, they will be disadvantaged in their workplace, or they are disadvantaged.

5.4 Disability Harassment

Disability harassment is when a person is threatened, abused, offended or excluded because of their disability.

6. Bullying

Bullying is repeated unreasonable behaviour that is directed towards a worker, or group of workers, that creates a risk to health and safety.

7. Workplace Violence & Aggression

Workplace violence is any incident where a person is threatened, attacked or physically assaulted whilst at work or where there is a workplace connection. Threats of harm can be direct or indirect via a third person being informed of them and can be visual, oral, in writing or through gestures. Threats of harm can also be in relation to a person's family.

Aggression is defined very broadly to include abusive and intimidating behaviours that create a risk to health and safety.

An employer has a duty to provide a safe workplace for workers free of bullying, violence and aggression. Violence and aggression do not have to be repeated behaviours, as one-off is sufficient. These behaviours include protection from other workers and from external sources such as clients and suppliers.

8. Psychosocial Hazards

Psychosocial hazards are related to the physical, psychological and social conditions of a workplace which can lead to psychological or physical harm.

The following are psychosocial hazards:

- Poor leadership practices that lead to poor workplace culture
- Poor or no policies and procedures
- Work demands
- Low levels of control
- Inadequate support
- Lack of role clarity
- Poor organisational change management
- Low recognition and reward
- Poor organisational justice
- Insecure work
- Adverse environmental conditions
- Remote work
- Isolated work
- Fatigue
- Burnout
- Inappropriate and unreasonable behaviours (as previously outlined)

- Family and domestic violence
- Traumatic events
- Vicarious trauma
- Secondary trauma

9. Misconduct

Misconduct is improper or unacceptable conduct, which fails to meet the requirements of relevant regulations, codes of conduct, policies, procedures, or all lawfully given directions (verbal or written) and has potential to cause a risk to safety and health.

10. Conflict

Conflict is unresolved conflict between two or more people over a work-related matter(s) and the behaviour becomes inappropriate or unreasonable and poses a risk to health and safety.

11. Victim Protection

Any worker who has made a complaint or is a witness to a complaint in relation to an unlawful behaviour will not be discriminated against or suffer any other disadvantage for having made a complaint in good faith. If they do experience this, then it is called victimisation and it is also unlawful.

12. Criminal Offences

Some of the behaviours that happen at work could also be criminal offences.

Common criminal offences between people include –

- Assault
- Indecent Assault
- Sexual assault
- Stalking
- Threats of harm
- Indecent exposure

13. What is Not Unlawful Conduct

The Shire has a legitimate right to direct and control how work is performed. Supervisory staff have a responsibility to monitor workflow and give feedback. Legitimate comments or advice including criticisms regarding standards of work, workplace behaviour or feedback on performance are not unlawful.

This Policy does not apply to situations where a worker has a grievance about legitimate and reasonable:

- Performance management processes.
- Disciplinary action; and
- Allocation of work.

14. Discipline

Unlawful behaviours and other safety breaches outlined in this policy will not be tolerated in the Shire. A worker who engages in any conduct that constitutes these behaviours as defined in this policy will be subject to disciplinary action, up to and including instant dismissal.

Any Manager who is made aware of any of the behaviours outlined in this policy and who does not deal with the conduct appropriately or report the conduct to the appropriate personnel will also be subject to appropriate disciplinary action, up to and including instant dismissal.

PROCESS: Every allegation of unlawful behaviour or safety breaches outlined in this policy will be looked at by the Shire in accordance with HR6 Employee Complaint Management. If after the investigation it is found that a worker has breached this policy, then appropriate disciplinary action will be taken up to and including instant dismissal.

HEAD OF POWER:

- *Local Government Act 1995*
- *Equal Opportunity Act 1984* (WA),
- *Work, Health and Safety Act 2020* (WA) and its related regulations and codes
- *Industrial Relations Act 1979* (WA)
- *Sex Discrimination Act 1984* (Cth)
- R*acial Discrimination Act 1975* (Cth)
- *Disability Discrimination Act 1992* (Cth)
- A*ge Discrimination Act 2004* (Cth)
- *Australian Human Rights Commission Act 1986* (Cth) and
- *Fair Work Act 2009* (Cth).
- *Shire of Kulin Code of Conduct and Equal Opportunity & Diversity Plan*

HR25 Under Performance Management

Human Resources

PREAMBLE:
The Shire of Kulin (the Shire) is committed to creating a work environment where employees can achieve a high standard of performance and where managers have the skills and tools to manage employee's performance. This guideline sets out a plan to address and manage issues about underperformance.

Managers are responsible for providing regular feedback and clear direction to employees on the requirements of their job and their performance. Employees are responsible to understand and perform their duties to the required standards and seek clarification if unclear. Employers are responsible to minimise the risk of psychosocial hazards that may impact an employee's ability to perform their duties.

Two key components of performance development are regular meetings with an employee's manager and participation in the Shire's annual performance development review process.

OBJECTIVE:
This guideline provides direction and guidance to managers in the management of underperformance, with the aim to improve performance to the required standard.

PRACTICE:

1. Application
This guideline applies to all Shire employees which includes full-time, part-time and casual employees.

2. Underperformance
Underperformance or poor performance can be summarised as:

- Not performing the duties described in the employee's position description (PD) or not performing them to the standard required.
- Non-compliance with workplace management instructions, practices, rules or procedures.
- Repeated non-attendance or late attendance/early departure without a valid reason.
- Failing to maintain necessary qualifications or attendance at mandatory training courses.

There are many reasons why an employee may perform poorly such as but not limited to:

- An employee does not know what is expected because the expectations have not been set out clearly.
- Mismatch between an employee's capabilities and the job they are required to undertake.
- An employee does not have the knowledge or skills to do the job expected of them.
- Inadequate or no feedback or counselling on their performance.
- Lack of personal motivation.
- Low morale in the team and/or poor work environment.
- Different standards applied in the team/workplace.
- Issues with other staff that is affecting an employee's ability to do their work.
- Factors related to the job, such as excessive workload or trauma, that is impacting their wellbeing.

- Fitness for work issues.
- Personal issues.
- Disability.

Note: when assessing the reasons for underperformance a risk assessment related to psychosocial hazards can be useful to identify. What, if any, work-related factors are impacting the employee's (under) performance. When dealing with under performance, a strong focus is on providing positive assistance and support to the employee to meet the expected standards

3. How to manage underperformance

Where there are concerns regarding an employee's performance, the emphasis should be on early intervention and informal strategies to enable the employee to improve their performance and meet the required standards.

The following table can guide whether an informal or formal approach is used. A formal approach means the commencement of a formal Performance Improvement Plan (PIP).

Factors	Informal	Formal
1. How long has it been going on for?	Short time	Long time
2. Frequency and pattern of under performance	Infrequent, no ongoing pattern	Once a week or ongoing pattern, e.g. every 4th Friday
3. Severity of under performance	Minor	Major
4. Impact of underperformance on the running of the team/organisation	Low	High
5. Intent of person	Not intentional	Intentional
6. Mitigating personal factors related to them	Illness, death of family member, other significant trauma, disability	None
7. Maximum amount of time after which you must go formal	'Early days'	Maximum time reached

3.1 Informal approach

Where it has been decided that an informal approach is appropriate, the employee's manager should speak with the employee at the time or as soon as possible after the performance concern is identified.

The manager should approach the discussion objectively and focus on observable facts and behaviours rather than assumptions or personal opinions.

During the discussion, the manager should seek to understand any reasons for the performance issue or contributing factors. Once these have been considered, the manager should clearly communicate:

- the performance concern;
- the expected standard of performance;
- any actions required of the employee;
- the timeframe within which improvement is expected; and
- any support, training or assistance that will be provided by the manager or the Shire.

A file note should be made following the discussion and retained on the employee's personnel file. The file note should record:

- the date and time of the discussion;
- the location of the discussion;
- the names of those present;
- the performance concern discussed;
- a summary of the employee's response;
- any agreed actions and timeframes; and
- any support or assistance to be provided.

A manager may have multiple informal discussions with an employee where appropriate to address ongoing performance concerns before considering a formal performance management process.

3.1.1 Escalation Techniques

Depending on the seriousness, frequency or persistence of the performance concern, a manager may progressively increase the formality of discussions. Examples include:

- **Meeting arrangements** – discussions may range from an informal conversation to a scheduled meeting with a stated purpose.
- **Attendees** – discussions may involve only the manager and employee, or may include a more senior manager or Chief Executive Officer (CEO), or support person where appropriate.
- **Meeting structure** – discussions may range from a brief informal conversation to a structured meeting with an agenda and defined outcomes.
- **Record keeping** – managers may make notes or prepare a formal file note following the discussion.
- **Follow-up communication** – managers may provide a written summary of the discussion, including agreed actions, expectations and timeframes.
- **Distribution of follow-up communication** – follow-up correspondence may be provided only to the employee or copied to other relevant managers where appropriate.

This approach makes it clear that the process is intended to be supportive and corrective rather than disciplinary, while still providing managers with flexibility to increase formality where performance concerns persist.

3.1.2 Other Issues to Consider

There may be a range of contributing factors that affect an employee’s ability to perform their job.

If a psychosocial hazard is identified, then the Shire must do all that is reasonably practicable to eliminate the hazard, and if not possible, then to minimise the hazard.

If personal issues are contributing to the underperformance, then the manager should seek advice from the CEO as to what support options are available for the employee, such as support from the EAP and flexible work arrangements, personal leave etc.

If the employee discloses a disability or possible disability, then the manager, in conjunction with the CEO must look at what reasonable accommodations the Shire can make to enable the employee to do their work before placing the employee on a PIP.

3.2 Formal approach

Once the manager and the CEO have decided to commence a formal PIP then the formal PIP form is used (Attachment 1).

The manager and CEO complete sections 1-3 which outline the underperformance following the steps below.

Step 1 - Identify the problem
The manager should take time to correctly and specifically identify the problem, make notes and have evidence to support the claim. This would include dates and examples of situations where the work was not performed to the expected standard either because of the time it took to complete, the quality of the work or the need for excessive support to complete the work.

Step 2 - Assess and analyse the problem
The manager should determine:

- How serious the problem is;
- Whether the employee has a disability that is affecting their ability to do their job and ensure reasonable adjustments have been made before commencing the formal PIP;
- How long the problem has existed; and
- How wide the gap is between what is expected and what is being delivered.

Once the problem has been identified and assessed, the manager must organise a meeting with the employee to discuss the PIP. This meeting and this information should not come as a surprise to the employee given the manager should have previously communicated these issues to the employee.

It is the responsibility of the manager to let the employee know in writing the intention of commencing a PIP and send them a draft of the PIP for them to read in advance of the meeting so that the employee can adequately prepare for the meeting.

The employee is offered the opportunity to bring a support person of their choice or a union representative to the meeting. The employee does not have to be accompanied, but best practice is to have the choice.

Step 3 - Meet with the employee to discuss the problem
The meeting should take place in a suitable private room where there will be no interruptions or distractions. The manager will begin by holding a discussion with the employee to explain the PIP. From this conversation, the employee should be able to clearly understand:

- What the problem is.
- Why it is a problem.
- How it impacts on the service delivery or performance of the team.

The manager should state what outcomes they expect from the employee at the completion of the PIP.

The meeting should be an open discussion, and the employee should have every opportunity to put their point of view across, to be heard and acknowledged. The manager should listen to why the problem has occurred or to any other information provided by the employee as part of coming up with a range of options/strategies to support the employee, which can be added into the PIP document (column 3).

It may also be useful in the meeting to acknowledge recent positive efforts, or things that the employee does well so that it is clear that the manager is able to recognise and appreciate the employee's strengths.

Key points for the manager to remember when conducting the meeting:

- Talk about the issue not the person.
- Explore the reasons why there is a problem.
- Clarify details.
- Stay relaxed and encouraging.
- Summarise to check the employee's understanding of the situation.
- Acknowledge the stress that this process may give rise to and offer access and support available through the Shire's EAP.

When discussing shortfalls in performance, it is important to check that the employee:
- Was fully aware of what is required in a task or service delivery.
- Has been shown or trained to perform what is required.
- Understands the gap between what is happening and what is required.

Step 4 - Jointly devise a solution
Columns 1-2 in the PIP template are usually decided by the manager as they identify areas of underperforming and what reaching the standard looks like. Column 3 is written in consultation with the employee so that they can contribute to what support they need.

At the end of this initial meeting a clear plan of action should be developed and documented in the PIP. This can:
- Identify the performance expectations and what is to be achieved over a specified time period, which may include steps to be achieved with timeframes included.
- Clarify roles and responsibilities of the employee.
- Include strategies for training and career development.
- Include timeframes for improvement (it is important to give the employee adequate time to improve their performance).
- Reinforce the value and worth of the employee and the role being performed.

The PIP is finalised and sent to the employee to sign. If the employee does not agree with the plan and/or does not want to sign it, this can be noted, but it does not stop the implementation of the plan.

Step 5 - Regular meetings
The recommended period for the formal PIP is up to 12 weeks; however, it can be adjusted. If a PIP is for 12 weeks, then the manager should meet with the employee at least every two weeks for the entire duration and provide regular written feedback.

The meeting date should be set in advance and provide an opportunity for the manager and employee to discuss the action plan and review the employee's progress against the agreed improvement plan.

Step 6 - Interim review
At the halfway mark the manager and the employee provide an assessment of where the employee is at against the performance improvement objectives. The CEO may be present at this meeting. If the employee is not meeting the objectives, and appears unlikely to meet them if they continue in the same manner, then this will be communicated to the employee. They will be notified that one of the options open to the Shire, if the employee does not meet the performance improvement objectives, is dismissal.

Step 7 - Final assessment
A final assessment is conducted at the end of the formal PIP. The employee can provide a self-assessment against the performance improvement objectives, and the manager will make a final assessment as to whether the requirements have been met.

There are three possible outcomes from the formal PIP process:

1. The employee has met the required standard. This outcome is documented in the PIP and retained on the employee's personnel file. Future expectations for the employee to continue in this manner are emphasised.
2. The employee has partially achieved the required standard. Where significant improvement has been achieved, the manager may decide to extend the PIP for a longer period to give the employee the opportunity to achieve the performance improvement objectives. Alternatively, the manager could decide it is unlikely an extension of time will assist the employee achieving their performance improvement objectives and recommend to the CEO to defer to option three (below).
3. The employee did not meet the required standard, and the employer takes disciplinary action as outlined in clause 6 below and which may include termination of employment.

4. Principles to Follows

Throughout the formal PIP process, the employer commits to the following principles:

4.1 Natural Justice

Natural justice is also known as procedural fairness or due process and has the following elements:

- The employee is provided with the necessary information to be clear about how they are under performing.
- The employee is given the opportunity to respond to this information.
- The employee is given information and a time frame that identifies what the employee must do to meet the requirements of the Shire, e.g. the process is clearly documented.
- The decision maker acts fairly and is impartial and decides based on the information in the PIP.

4.2 Consistency and Individuality

It is important that the management of underperformance is conducted consistently to maintain the integrity of the processes and to ensure natural justice is being applied. However, it is also important to note that each case is different and the reasons for under performance will be different in each case.

4.3 Reasonable Management Action

An employer has the right to determine how work should be performed, and managers have a responsibility to monitor workflow and give feedback on performance.

A manager can make decisions about poor performance, take actions, and direct and control the way work is carried out. Reasonable management action that is carried out in a reasonable way is not bullying. Following this process is part of carrying out the management of poor performance in a reasonable way.

4.4 Confidentiality

All parties involved in the management of underperformance must always maintain appropriate confidentiality. This means that the PIP and the process should only be discussed between the employee and their direct manager, CEO and any other relevant manager or any identified support person. Information is only divulged on a need-to-know basis, to a relevant person.

All information collected in the process of a PIP is kept on an employee's personnel file. Breach of confidentiality by any of the parties involved may result in disciplinary action.

5. Key Roles & Responsibilities

5.1 Managers

Managers play an essential role in the promotion of high standards of performance in the workplace, which includes taking appropriate action when under performance or poor performance is identified. The principles of the performance improvement procedures must be followed in relation to handling of any actions taken.

5.2 Employees

All employees must ensure they are aware of, and comply with, the requirements of the Under Performance Management Practice. Employees must participate in any PIP as required.

5.3 CEO

The CEO will:

- Provide advice and guidance to managers and employees on the processes and procedures for managing under performance.
- Coordinate the reporting of underperformance, as appropriate.
- Work with the relevant manager in relation to the creation of a PIP and possible disciplinary action where the employee has not improved to the required standard outlined in the PIP.
- Oversee the conduct of any formal disciplinary actions and investigations to ensure these are managed in accordance with required procedures.
- Review relevant documentation and records.

5.4 Support Person or Employee Representative

Employees involved in the formal under performance process are permitted to seek advice from an employee representative but must be mindful of the requirement to maintain confidentiality.

An employee representative, or support person, may accompany the person to the interview. However, this person must be independent of the process.

It is important that all parties at the meetings are clear on the role of the support person. This person may provide support and advice to the employee, but is not to actively participate in the process, such as answering the questions on the employee's behalf. The support person:

- Is not to interrupt or interfere in the meeting.
- May, at the discretion of the person holding the meeting, confer privately with the employee during a break.
- May take notes.

6. Disciplinary Sanctions Possible

The level of disciplinary sanction is to be proportionate to the degree of underperformance concerned. The following factors will be considered:

- Nature and seriousness of the underperformance.
- Duration of underperformance.
- Intent of the employee.
- Degree of relevance to the employee's duties or to the reputation of the Shire.

- Previous employment history and performance.
- Any previous action regarding similar or other behaviour.
- Any other mitigating factor, including personal health or carer's responsibilities.
- How other employees have been treated in similar circumstances.

Where, after implementing the PIP, completing the final assessment and considering the employee's response or full admission, the CEO determines that underperformance is persistent, the CEO will decide the appropriate action. One or more of the following actions may be taken:

- Issuing a written warning;
- Demotion; or
- Termination of employment.

If termination is being considered by the Shire, then the employee is given an opportunity to provide reasons as to why termination is not an appropriate action. The employee has three days to respond. The employee can be stood down on full pay at this time.

The CEO will respond in writing within three days of the employee's response, notifying the employee of the outcome. The reference to a number of days for an action required to be undertaken does not include weekends or public holidays.

7. Probation

For employees on probation, similar under performance processes may be applied as for other employees, however these will normally be adapted due to the timeframe for probation to a maximum of six months following the date of commencement. The outcome may be to end the probationary employment.

8. Record Keeping

Records must be maintained which clearly and concisely describe all steps in the process and the basis on which decisions were made.

Documentation will be maintained on the employee's file for the duration of the person's employment.

9. Employee Wellbeing

The performance management process and disciplinary process can be stressful for employees. All employees have access to the Shire's EAP for support.

HEAD OF POWER:

- *Local Government Act 1995*
- *Fair Work Act 2009 (Cth)*
- *Industrial Relations Act 1979 (WA)*
- Local Government Industry Award 2020 Industrial Agreement
- Shire of Kulin Code of Conduct and Equal Opportunity & Diversity Plan

ATTACHMENT 1

SHIRE OF KULIN: PERFORMANCE IMPROVEMENT PLAN TEMPLATE

The purpose of the Performance Improvement Plan tool is to help identify and clarify areas of improvement required with regards to performance, behaviour or conduct, and provide the opportunity to work on improving in these areas over a reasonable period. These areas of improvement need to be addressed to meet the expectations of the role.

Employee Name:		**Position:**	
Line Manager:		**Line Manager's Position:**	
Position Start Date:	Click or tap to enter a date.	**PIP Commencement Date:**	Click or tap to enter a date.
PIP Duration: e.g. 12 weeks		**Progress Meetings:**	
Final PIP Review Date:	Click or tap to enter a date.	**Focus Area:**	

ROLES AND RESPONSIBILITIES		
Employee	**Line Manager**	**CEO or EMFS**
• Meet performance expectations • Understand consequences of failure to meet expectations (including disciplinary action) • Report any circumstances that may impact your ability to meet expectations • Utilise support mechanisms provided to help you improve your performance	• Document employee progress and performance improvement meetings • Provide timely and honest feedback • Identify and provide reasonable resources and assistance to help improve the employee's performance • Explain consequences of non-compliance or failure to meet expectations (including disciplinary action)	• Facilitate process and ensure it adheres to procedural fairness • Act as a neutral advocate • Address any issues that arise or escalate • Advise on consequences of non-compliance or failure to meet expectations (including disciplinary action)

• Ask questions if anything is unclear and advise your manager is additional support is required		

PART ONE: GAP ANALYSIS		
A performance gap analysis is a review of the employee's current performance, behaviour, or conduct against expectations set by the workplace. By conducting a gap analysis, areas of improvement are identified, and we can agree on actions and provide support to assist the employee in improving their performance. The first two columns are completed by the manager, the third column is to be completed by the employee and their manager.		
What are we currently seeing?	**What do we need to see?**	**Actions required to close the gap – what can I do?**
The first step in conducting a gap analysis is to identify the current situation. *For instance, continuous lateness for work.*	The second step in conducting a gap analysis is to identify the desired situation. *In this case, the desired situation would be that the employee arrives on time for work and if running late, notification of management is required.*	The last step in this gap analysis is to devise an action plan with your manager to 'close the gap'. *In this case, employee agrees to wake up 30 minutes earlier for work or discuss with manager an alternative start time.*
1.	•	•
2.	•	•
3.	•	•
4.	•	•

PART TWO: ACKNOWLEDGEMENT AND ACCEPTANCE

The employee's performance will be formally reviewed according to the above goals in [timeframe e.g. 12 weeks], on the [date of final review - Click or tap to enter a date.], unless circumstances warrant an earlier review. Failure to demonstrate an acceptable level of sustained improvement to your performance may result in disciplinary action that could lead to the termination of your employment.				
Employee Comments:	Please use this section of the Performance Improvement Plan to outline any circumstances or situations that may impact or mitigate your ability to improve your performance.	Click or tap here to enter text.		
Employee Name:		**Employee Signature:**		Click or tap to enter a date.
Manager Name:		**Manager Signature:**		Click or tap to enter a date.

PART THREE: REVIEW weekly/fortnightly (circle one)		
Behaviour 1: brief description of		
Review 1	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 2	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 3	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 4	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 5	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 6	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Behaviour 2: brief description of		
Review 1	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 2	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 3	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 4	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 5	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 6	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Behaviour 3: brief description of		
Review 1	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 2	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 3	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 4	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 5	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 6	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Behaviour 4: brief description of		
Review 1	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 2	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 3	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 4	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 5	Click or tap to enter a date.	Notes: Click or tap here to enter text.
Review 6	Click or tap to enter a date.	Notes: Click or tap here to enter text.

PART FOUR: EMPLOYEE SELF-ASSESSMENT MID-POINT				
How do you think you, as the employee, have performed against each of your performance improvement objectives to date?				
Objective	**Comments**	**Assessment**		
		Needs significant improvement	Working towards	Currently meeting
1	•	☐	☐	☐
2	•	☐	☐	☐
3	•	☐	☐	☐
4	•	☐	☐	☐
Employee Name:		**Employee Signature:**		Click or tap to enter a date.

PART FIVE: MANAGER ASSESSMENT MID-POINT				
This is for the manager to complete. How does the manager think the employee has performed against each of their performance improvement objectives?				
Objective	**Comments**	**Assessment**		
		Needs significant improvement	Working towards	Currently meeting
1	•	☐	☐	☐
2	•	☐	☐	☐
3	•	☐	☐	☐
4	•	☐	☐	☐
Manager Name:		**Manager Signature:**		Click or tap to enter a date.
General comments and recommendations:				

PART SIX: FINAL EMPLOYEE SELF-ASSESSMENT				
How do you think you, as the employee, have performed against each of your performance improvement objectives?				
Objective	**Comments**		**Assessment**	
			Met expectations	Has not met expectations
1	•		☐	☐
2	•		☐	☐
3	•		☐	☐
4	•		☐	☐
Employee Name:		**Employee Signature:**		Click or tap to enter a date.

PART SEVEN: FINAL MANAGER ASSESSMENT				
This is for the manager to complete. How does the manager think the employee has performed against each of their performance improvement objectives?				
Objective	**Comments**		**Assessment**	
			Met expectations	Has not met expectations
1	•		☐	☐
2	•		☐	☐
3	•		☐	☐
4	•		☐	☐
Manager Name:		**Manager Signature:**		Click or tap to enter a date.
General comments and recommendations:				

If you require support at this time, please be aware that the Shire's confidential Employee Assistance Program (EAP) is provided by Telus Health – contact 1800 959 416 or see www.telushealth.com