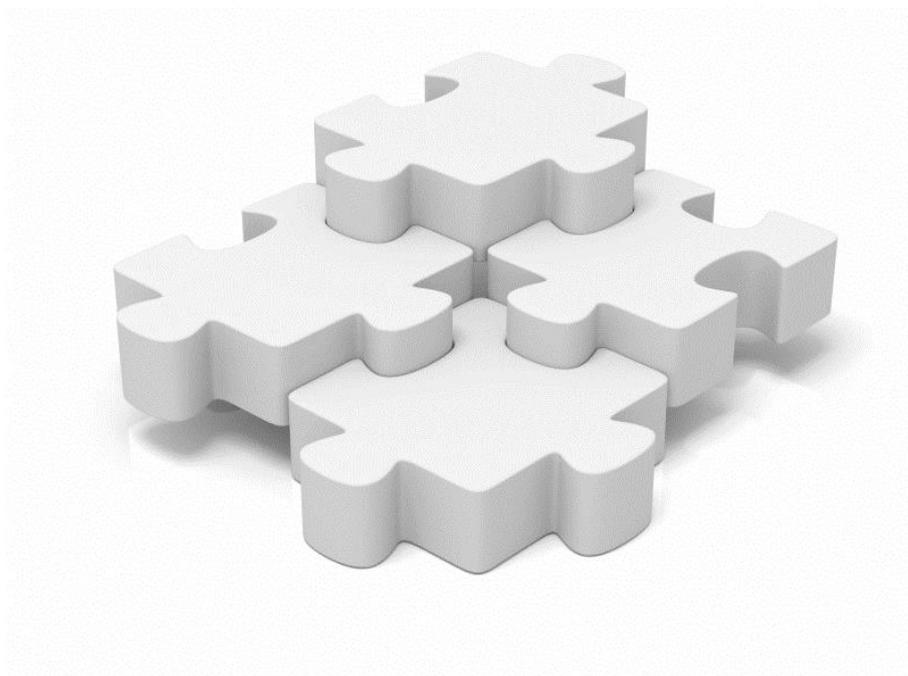




The WorkPac System

Managing Performance and Misconduct Procedure - FTMs



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Table of Contents

1. WHY WE DO IT	2
2. DEFINITIONS.....	2
3. MANAGING FTMFTM PROBATION	2
3.1 FTMFTM Commences Employment.....	3
3.2 5 Month Probation	3
4. PERFORMANCE REVIEWS.....	3
5. MANAGING PERFORMANCE	4
5.1 Performance Issues(s) Identified.....	4
5.2 Meet with the FTM to Discuss the Performance Concern/s	4
5.3 FTM is Placed on a Performance Management Plan	4
5.4 Performance is Monitored and Review Meetings Occur.....	5
5.5 Performance Management Plan Ends	5
6. MANAGAING MISCONDUCT	5
6.1 Stage 1: Counselling	5
6.2 Stage 2: Written Warnings.....	6
6.3 Termination of Employment	6
7. DOCUMENTS THAT RELATE TO THIS PROCEDURE.....	7
8. EMPLOYEES REFERENCED IN THIS PROCEDURE	7
9. APPENDIX 1 - PERFORMANCE MANAGEMENT PROCESS.....	8
10. APPENDIX 2 - MISCONDUCT MANAGEMENT PROCESS	9

I. WHY WE DO IT

To provide a framework for managing a FTM's performance from commencement through to the end of employment. This procedure is aimed at assisting WorkPac to appropriately manage misconduct or poor performance and supporting its FTMs to become more effective within their role. The purpose of the procedure is also to ensure disciplinary and performance management processes are consistent and fair.

The procedure is designed to complement the Industrial Instrument under which the FTM is engaged. For the avoidance of doubt, to the extent of any inconsistency between the procedure and the relevant Industrial Instrument, the provisions of the Industrial Instrument will prevail. If you have any queries about the application of this procedure, please contact IR on IRIssues2@workpac.com.

2. DEFINITIONS

FTM	Means an field team member of WorkPac, who is assigned to undertake duties with a client of WorkPac.
Key Performance Indicators (KPI)	The performance targets FTMs are required to meet as a means of assessing the quality of their performance. Please refer to the <i>FTM Performance Management Review Form</i> which is available on SmartDocs.
Probation Period	All permanent FTMs are subject to an initial six (6) month probation period on commencement of their employment with WorkPac.
Performance Management Plan (PMP)	A document outlining the performance objective(s), applicable time period and the targets by which performance will be measured. The FTM and manager both sign their agreement to the contents of the PMP. contact IR to assist with templates.
Support Person	An individual whom a FTM elects to accompany the FTM to meetings where appropriate. A support person can be a friend or family member. A choice of support person may be declined if there is a conflict of interest (e.g. another FTM).
EAP - Employee Assistance Program	The Employee Assistance Program - offers support services such as counselling to WorkPac FTMs.
Manager	The involved FTM's direct WorkPac Representative (this may include Recruitment Coordinator, Site Account Manager or other WorkPac FTM).
WorkPac	Means WorkPac Pty Ltd and any of its related bodies corporate, consistent with the <i>Corporations Act 2001</i> (Cth), including its subsidiaries or any holding company.

3. MANAGING FTM PROBATION

The objective of the probation period is to ensure that all permanent WorkPac FTMs are successfully performing the inherent requirements of this role, whilst consistently upholding WorkPac values. The probation review process provides FTMs with constructive feedback relative to their performance. The process also enables WorkPac to develop a highly trained and motivated workforce through individual promotion, determination of training needs and effectively utilising FTM capabilities to maximise individual job satisfaction.

3.1 FTM Commences Employment

All inductions and training are to be completed within the provided timeframes on commencement. The manager must ensure the FTM:

- Has copies of their Notice of Offer, the WorkPac Assignment and Basic Safety Guide and the Casual or Maximum Term Employee (FTM) Terms and Condition of Employment;
- Has a clear understanding of where to access their Notice of Offer and the relevant WorkPac policies and procedures;
- Has a clear understanding of the requirements and expectations of their position, including any KPIs that are applicable; and
- Is aware of the expectations for acceptable conduct and behaviour.

3.2 5 Month Probation

The manager must schedule a time to meet with the FTM to conduct the five (5) month probation review. The meeting should occur in a private place where other FTMs or workers will not overhear the content of the meeting (e.g. the manager's office or a meeting room on Site or in the BC). The FTM should also be provided reasonable notice (minimum 24 hours) of the meeting. During the meeting, the manager must:

- Ask the FTM for feedback in relation to how they feel they are performing in their role to date;
- Provide the FTM with feedback on their performance (including specific examples); and
- Complete the *FTM Probation Review Form*.

If there are concerns that the FTM is not meeting performance or conduct expectations, the manager must contact the IR team to discuss implementing a PIP, other appropriate disciplinary steps or termination of employment.

If there are no concerns with respect to the FTM's performance or conduct, the manager may advise the FTM they have successfully passed their probation period.

If there are any concerns with the FTM these must be discussed with IR before the FTM's probation period expires.

4. PERFORMANCE REVIEWS

The purpose of a performance review process is to ensure all FTMs of WorkPac are provided with constructive feedback relative to their performance. The performance review process also enables WorkPac to develop a talent pipeline.

The manager must arrange a meeting with the FTM and advise that it is for their annual performance review. The meeting should be arranged in a private location, where no other FTMs or workers will oversee or hear the content of the meeting (e.g. the manager's office or a meeting room on Site or in the BC).

During the performance review meeting, the *FTM Performance Review Form* must be completed by the FTM and manager, with further detailed discussion of the FTM's current performance and/or future objectives. The *FTM Performance Review Form* can be located on SmartDocs.

If there are concerns identified in relation to the FTM's performance, the manager should manage these as per *5.0 Managing Performance* of this procedure.

5. MANAGING PERFORMANCE

The objective of performance management is to ensure poor performance is brought to a FTM's attention and they receive adequate training and support to successfully fulfil the inherent requirements of their role.

On commencement of employment, all FTMs must be provided a clear understanding of the expectations surrounding their performance. If there are KPIs or any other performance targets the FTM is expected to meet, these should be clearly communicated and the FTM's understanding of this confirmed. Please refer to the *FTM Performance Review Form* which is available on SmartDocs.

5.1 Performance Issues(s) Identified

If it is identified the FTM is not meeting requisite performance expectations and/or their KPIs, the manager must gather specific examples and any available data that demonstrates the FTM's deficiencies to present to the FTM.

The manager must arrange a meeting with the FTM to discuss performance concerns:

- The FTM must be provided reasonable notice (minimum 24 hours) of the meeting;
- The FTM must be afforded the opportunity to bring a support person to the meeting;
- The FTM must be advised of the meeting topic - there are concerns with their performance, the particulars of which will be provided during the meeting; and
- The meeting should occur in a private place where other FTMs or workers will not overhear (e.g. the manager's office or a meeting room on Site or in the BC).

5.2 Meet with the FTM to Discuss the Performance Concern/s

During the meeting, the manager must:

- Advise the FTM of the concerns with their performance;
- Provide specific examples demonstrating how the FTM is not meeting required standards;
- Allow the FTM to respond and offer any justification for their performance;
- Where appropriate, advise the FTM that a PIP will be implemented;
- This should be collaborative - the manager should ask the FTM for suggestions of what will assist them to meet the required standards (training, mentoring, clarification in relation to requirements of the role etc); and
- Record any agreements in writing of what will be included in the PIP.

After the meeting, the manager should liaise with IR if assistance is required to develop the PIP.

At the conclusion of the meeting, the manager must schedule a follow-up meeting within the next few days with the FTM to provide the PIP and explain/confirm expectations as per Clause 5.

5.3 FTM is Placed on a Performance Management Plan

The manager must meet with the FTM to implement the PIP. The manager will discuss:

- Each of the performance objectives;
- The expectations for the FTM throughout the PIP period;
- The standard of performance the FTM is required to meet;
- How performance will be measured;
- The time frame allowed for the PIP; and

- Review meetings - when/where/how often the manager and FTM will meet to discuss the FTM's progress.

The manager must check the FTM's full understanding of what is required under the PIP and advise the FTM that a failure to demonstrate improvement in line with the required performance standards may result in disciplinary action, which may be up to and including termination of employment.

The FTM should sign acknowledgement of the PIP.

5.4 Performance is Monitored and Review Meetings Occur

The manager must monitor the FTM's performance, in accordance with the PIP. Review meetings must be held periodically (e.g. weekly, fortnightly) to discuss the FTM's performance since the last meeting. During these meetings, the manager must provide any specific examples that have been identified of where the FTM is not meeting expectations (or where they are) and allow the FTM to respond to and explain each example.

In concluding the meeting, the manager must reiterate the expectations for the FTM and remind them of the outcomes should they not meet the required standards.

5.5 Performance Management Plan Ends

The manager must meet with the FTM for the final review meeting within the designated PIP timeframe. If the FTM is meeting performance expectations and/or KPI's, the PIP is finalised, and the manager advises the FTM that they must sustain their performance.

If the FTM has not improved to the required standards, liaise with IR for further guidance.

6. MANAGING MISCONDUCT

Misconduct is where a FTM's conduct fails to meet the expectations for WorkPac FTM's so as to amount to misconduct. Whenever an allegation of FTM misconduct arises, a thorough objective investigation into the circumstances must occur. **The manager should conduct this with guidance of the IR team.**

Where an incident has occurred or a FTM has demonstrated inappropriate behaviour, the manager must sufficiently investigate the allegation(s). This involves gathering all relevant evidence (data, witness statements etc) and then arranging to meet with the FTM to discuss the particular allegation(s). The FTM should be provided with reasonable notice (minimum 24 hours) of the meeting and offered to bring a support person. During the meeting, the manager must:

- Discuss the allegation(s) with the FTM, providing evidence where appropriate;
- Allow the FTM to explain their version of events; and
- Ask the FTM if they have any justification for their actions.

The manager should seek to understand if there is any underlying reason(s) behind the FTM's conduct and if so, any mitigating circumstances that should be taken into consideration in determining the outcome. After the FTM has responded, the manager determines the appropriate outcome in accordance with the following stages. **The manager should conduct this with guidance of the IR team.**

NOTE: If the manager is notified of any personal trauma the FTM is experiencing, they must be referred to WorkPac's EAP.

6.1 Stage I: Counselling

If the conduct is minor, a first offence, or there are considerable mitigating factors, the manager may decide to verbally reset the expectations of acceptable conduct with the FTM and advise that any reoccurrences will result in more formal disciplinary action.

The *Record of Counselling - FTMs* Form (available on SmartDocs) should be used as a guide for this conversation and must be saved to the FTM's file. The completed *Record of Counselling - FTMs* must not be issued to the FTM or the Client.

6.2 Stage 2: Written Warnings

Written Warning

If the conduct is serious, or the FTM has repeatedly displayed inappropriate conduct, a Written Warning should be issued to the FTM outlining the allegation(s), their response, their breach (es) and the expectations for them moving forward. Written Warnings can range in severity, depending on the seriousness of the conduct and the FTM's disciplinary history (e.g. First Written Warning, Second Written Warning).

The manager must contact IR for assistance drafting the Written Warning.

After being issued to the FTM, a copy of the Written Warning will be kept by WorkPac and placed on the FTM's personnel file. Copies of written warnings must **not** be provided to WorkPac's clients.

Final Written Warning

A Final Written Warning may be issued where the FTM has continued to display inappropriate conduct or unsatisfactory performance subsequent to receiving a Written Warning. A Final Written Warning may also be issued in the circumstances where a FTM's misconduct is sufficiently serious so as to warrant only one written warning (a First and Final Written Warning) but is not so severe so as to warrant termination of employment.

The manager must contact IR for assistance drafting the Final Written Warning.

After being issued to the FTM, a copy of the Final Written Warning must be kept by WorkPac and placed on the FTM's personnel file. Copies of final written warnings must **not** be provided to WorkPac's clients.

6.3 Termination of Employment

If Stages 1 and 2 have already occurred and the FTM's conduct or performance has failed to improve, termination of employment will follow. Performance management and/or written warnings should always be issued prior to termination of employment, with the sole exception to this being summary dismissal for gross or serious misconduct (see below). Where a FTM is summarily dismissed, their termination is effective immediately and they waive their right to be provided (or paid in lieu of) their notice period.

The manager must liaise with the IR team prior to terminating a FTM.

The IR team will provide a Termination Letter which references the details of the termination, including but not limited to, the effective date of termination, any relevant notice period and whether the FTM is to work out their notice period or be paid in lieu of notice, payments of any accrued leave or other entitlements that will be paid out to the FTM.

After being issued to the FTM, a copy of the Termination Letter must be kept by WorkPac and placed on the FTM's personnel file. Copies of termination letters must **not** be provided to WorkPac's clients.

Gross or Serious Misconduct

Gross or serious misconduct includes any FTM conduct that is so severe so as to warrant termination of employment on the first offence. Examples of behaviour which may be regarded as gross or serious misconduct include (but are not limited to):

- Breaches of relevant Legislation and/or Regulations;
- Breaches of site or workplace Rules, Policies, Standards and/or Regulations;

- Breaches of site or workplace Rules, Policies, Standards and/or Regulations in regard to Safety;
- Engaging or participating in any illegal activities that are directly related to employment;
- Smoking in any designated No Smoking area. All site or workplace offices inclusive of amenities and any enclosed areas are non-smoking areas.
- Alcohol and Drugs;
- Possession of, or use of, illegal drugs/illicit substances, prescribed medications (other than in the person's name) and/or use of over the counter medications that can impair a person's ability to perform work in a safe manner.
- Trade of alcoholic beverages and/or drugs and/or illicit substances.
- Offensive, intimidating or violent behaviour in any form regardless of how or why it was initiated;
- Vandalism;
- Misuse of WorkPac and/or Client property;
- Unauthorised possession of WorkPac or another FTM's property;
- Practical jokes or acts of horseplay;
- Trespass without permit on any restricted access areas;
- Discrimination or harassment of any form, including that relating to race, colour, religion, sex, gender identity, age, national origin, ancestry, disability, trade unions or as provided under the relevant legislation; and
- Possession and/or use of weapons of any kind.

Where allegations of gross misconduct arise, the accused FTM should be stood down (on full pay) whilst WorkPac investigates the allegations. **Contact the IR team for Stand Down Correspondence.**

The investigation must involve gathering of all applicable evidence (witness statements, data, system reports etc) and an interview with the accused to gain their response. If the allegations of gross or serious misconduct can be substantiated, the result will typically be instant dismissal, with no notice or payment in lieu of notice. **The manager should conduct this with guidance of the IR team.**

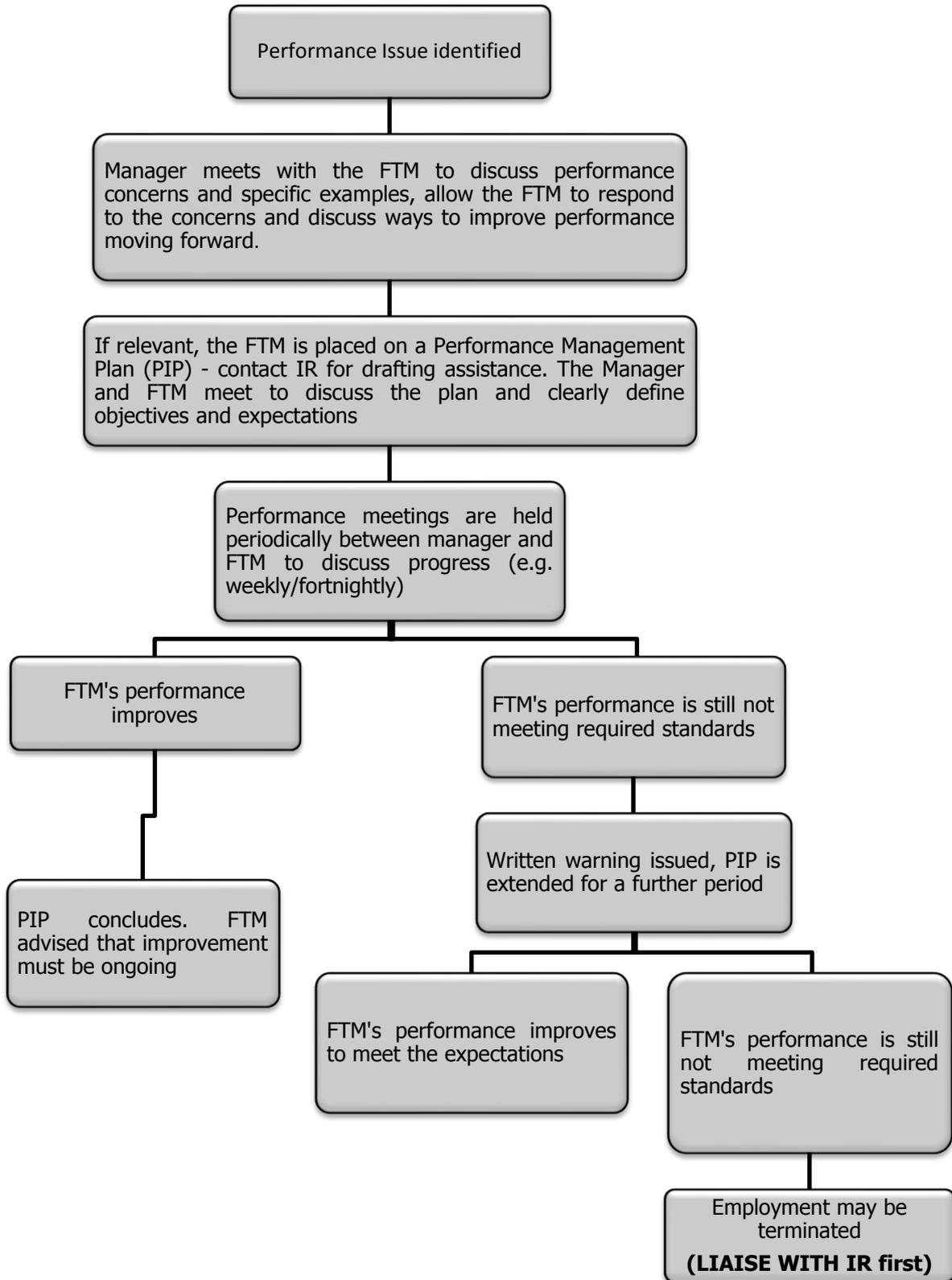
7. DOCUMENTS THAT RELATE TO THIS PROCEDURE

- Casual or Maximum Term Employee (FTM) Terms and Condition of Employment
- FTM Probation Review Form
- FTM Performance Review Form
- Performance Management Plan (PIP)
- Record of Counselling - FTMs

8. EMPLOYEES REFERENCED IN THIS PROCEDURE

- Field Team Member (FTM)
- Manager
- IR Team

9. APPENDIX I - PERFORMANCE MANAGEMENT PROCESS



10. APPENDIX 2 - MISCONDUCT MANAGEMENT PROCESS

