



# HOW FRONTLINE MANAGERS CAN SUPPORT HR

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and helping people to live well



# WHY ARE WE HERE?

## *How Frontline Managers Can Support HR*

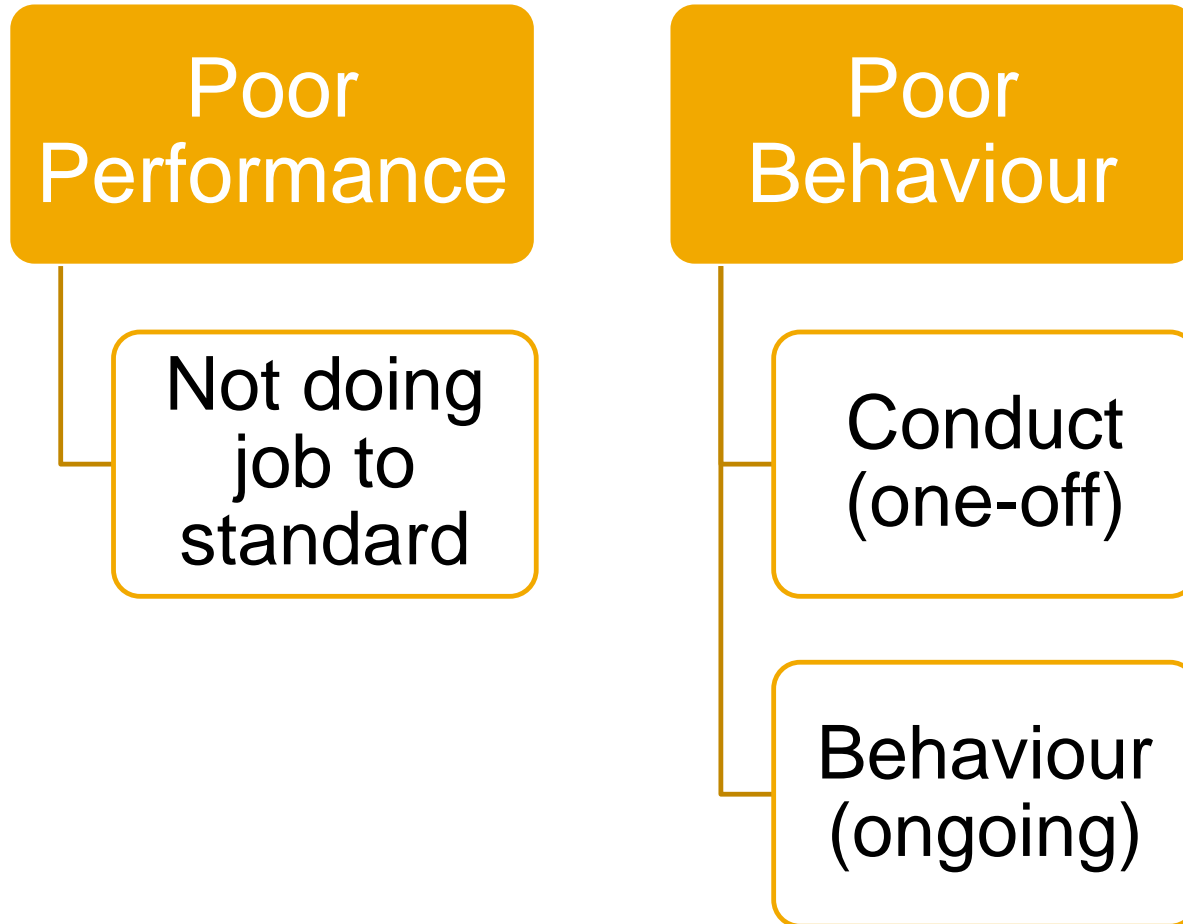
The importance of **early intervention** when it comes to performance management cannot be understated. HR often find themselves in trouble when given a possible case for termination, only to find out the employee in question **has not yet been spoken to** about their ongoing poor performance. How can HR give frontline managers the **tools to have difficult conversations** in real time, to avoid trouble in the future?

# WHAT IS TODAY'S TAKE-HOME MESSAGE?

“Eat a live frog  
every morning, and  
nothing worse will  
happen to you the  
rest of the day.”

-Mark Twain

# WHAT ARE THE ISSUES?



# HOW DO WE DO IT at LION?



# INTERVENTION – WHAT is the CONCERN?

## Achievement, Behaviour & Conduct

Which type of concern?	Has the concern been raised before?	Has the concern been documented?	Is the concern ongoing?	Option Number (refer next slide)
<b>Conduct</b>				1
<b>Achievement</b>	Yes	Yes	Yes	2
		No	Yes	3
			No	4
	No			5
<b>Behaviour</b>	Yes	Yes	Yes	6
		No	No	7
	No			7

# INTERVENTION – HOW to ACT?

Option	Action	Support
1	Investigation to commence (may be formal or informal).	Refer to HR
2	If already on Performance Improvement Plan ( <b>PIP</b> ): review and determine outcome. If not: introduce plan.	PIP Discussion Planner PIP Action Plan Outcome letter as relevant
3	PIP to be introduced.	PIP Planner PIP Action Plan
4	Discussion to be held to confirm prior concerns with achievement level however we have observed <u>sustained improvement</u> . Conversation to be documented.	PIP Discussion Planner
5	Discussion to be held to confirm requirement/expectation for current achievement levels to shift. Conversation to be documented.	PIP Discussion Planner
6	Retrieve previous documented behavioural discussion records. If behaviour concerns are consistent, progress to formal disciplinary outcome (e.g. warning).	Behavioural Discussion Planner Outcome letter as relevant
7	Discussion to be held to clarify behavioural concerns. Conversation to be documented (i.e. counselling or verbal warning).	Behavioural Discussion Planner Discussion Planner

# MEETINGS - HOW to PREPARE?

1. Inform the team member about the meeting and the purpose. We normally operate on not less than 24 hours in advance
2. Offer a support person
3. Book a meeting room (preferably away from their work area and peers)
4. Send a meeting invite listing the above
5. Prepare what you will discuss:
  - Outline the issue
  - Examples
  - Impact
  - Questions you may want to ask



# WHAT to DISCUSS?

## First formal meeting

- Present your concerns about achievement/behaviours
- Allow the team member to respond and explain
- Have a coaching conversation about how these concerns can be addressed
- Explain the consequences of not improving
- Agree to an action plan
- Establish regular contact to monitor progress

## Review meeting

- Team member and leader prepare by gathering specific examples of how they are achieving against the action plan
- Team member shares their progress against the action plan
- Leader provides feedback
- Agree to next steps

# PROVIDING FEEDBACK?



- Preparation is key!
  - Give specific examples of **results** and **behaviours**
  - Listen, and be aware of the individuals reaction to feedback
  - Handle disagreement calmly and positively.
  - Reinforce your personal commitment to supporting them
  - Be positive, constructive and supportive

# HOW to WRAP it UP?



# HOW CAN I SLIP-UP?

- I do not know the rules (contract, award, enterprise agreement, policy etc)
- I did not take notes
- I made assumptions/inferences about what was being said
- I did not speak with other relevant people
- I did not truly consider personal circumstances
- I went too fast (or too slow)
- I did not offer support
- I did not make expectations clear and consistent
- I did not set reasonable timeframes
- I did not regularly meet and discuss issues
- I made recordings (video/audio) of meetings

# THE WASH-UP: WHAT DO I HAVE for HR?

- ✓ I have clearly set goals and behaviour expectations.
- ✓ I have regularly discussed work in progress and addressed any gaps.
- ✓ I have discussed with the team member how they went about their daily tasks and the behaviours they demonstrated (what x how).
- ✓ I have held 1:1s to focus on development and track progress against goals.
- ✓ I have ensured there are clear action steps and commitments agreed upon at the end of performance discussions.
- ✓ I have provided support, coaching and guidance.
- ✓ I have documented these conversations.



# QUESTIONS?

