Policy 2.26 Workforce — Employee – Performance Improvement Plans

Reference/s	Local Government Act 1995 Industrial Relations Act 1979 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	19 August 2026 **Motion Number xxxxxxxx**

Adopted	**New Policy**

This policy supports the delivery of the Shire of Cranbrook Vision

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

---

PURPOSE

The Shire of Cranbrook is committed to providing an employee the opportunity to address under-performance by implementing a Performance Improvement Process agreed to between the employee and the Shire of Cranbrook.

Performance improvement processes are also a method to support employees in developing new skills or capabilities in situation where their job environment is changing or to assist them in preparing for career advancement.

Under or non-performance relates to the quality, quantity, accuracy and timeliness of a position's responsibilities and work outputs. If not appropriately addressed the Shire of Cranbrook recognises that productivity, quality of work outputs and individual and team morale may be compromised. Where issues relate to compliance with policies and/or standards of behaviour and conduct these will be addressed through the disciplinary process, not a performance improvement plan (PIP).

The performance improvement process ensures the line manager and the employee is supported by a clear framework for that ensures procedural fairness. This will usually involve the implementation of a Performance Improvement Plan (PIP) for:

- Identifying, managing and documenting underperformance; or
- Identifying aspirational goals and the method and timeline to achieve them.

SCOPE

This policy applies to all employees employed at the Shire of Cranbrook, with the exception of the Chief Executive Officer.

PERFORMANCE IMPROVEMENT – UNDERPERFORMANCE

PIPs provide employees with an opportunity to consciously work on their performance, learn new skills where required, and prove their commitment to their role and the Shire of Cranbrook.

The Shire of Cranbrook will consider external and internal factors, some of which are outlined below, when designing a PIP with the employee. As part of this process the Shire of Cranbrook will take into consideration an employee's personal circumstances which may be impacting their performance.

External

- Changes to government policy and funding/subsidies, and
- Changes to laws regulating Local Government.

Internal

- Introduction of new technology or systems
- Changes to job design, including responsibilities
- Conflict with other employees, and
- Lack of clear goals set or misunderstanding of performance expectations.

The Shire of Cranbrook Performance Improvement Plan template should be used wherever possible to manage specific and identified performance improvement needs.

If the employee does not improve at the rate or level required or does not improve, the options to be considered are:

- Review and extend the PIP plan;
- Provide additional training or coaching;
- Adjust the goals and clarify expectations;
- Consider the suitability of the employees Position Description;
- Proceed with disciplinary processes.

ROLES AND RESPONSIBILITIES

It is the expectation of the Shire of Cranbrook that the parties involved will genuinely commit to and actively participate in the performance improvement process. Where it is evident that underperformance has not been remedied through a PIP, the Shire of Cranbrook's disciplinary process may be enacted.

Specific responsibilities of those involved are outlined below.

Line Manager

- Raise underperformance issues as soon as they are identified
- Provide reasonable support to the employee to achieve the performance expectations
- Conduct regular review meetings during the performance improvement process
- Record and document progress in a PIP
- Provide honest, constructive, timely feedback and reasonable support on an ongoing basis, and
- Address any issues that arise through this process with the employee.

Employee

- Contribute to the development of the PIP and actively participate in review meetings and utilise support options
- Inform the line manager about any circumstances that may impact on the employee's ability to meet the performance expectations as soon as reasonably practicable, and
- Make best endeavours to meet the performance expectations outlined by the Shire of Cranbrook.

Human Resources

- Provide support and guidance to line managers administering the process.

Executive Management Team

- Make recommendations based upon the principles of this policy.

DISCIPLINARY ACTION

At any stage of the performance improvement process for underperformance, if the action or under performance of the employee is sufficiently serious, a disciplinary process may be commenced without completing the entire PIP.

PERFORMANCE IMPROVEMENT – SKILLS DEVELOPMENT

The Shire of Cranbrook recognized the value its employee provide to achieving the Shire of Cranbrook's strategic objectives. Through processes such as annual performance reviews and succession planning, organizational risks and opportunities for employee personal development, skill enhancement and career development can be identified.

Based on the organizations requirements and selection based on merit and equity, the Shire of Cranbrook can offer employees these development opportunities. A Performance Improvement Plan can be used to provide the framework for delivery.

The Shire of Cranbrook Performance Improvement Plan template should be used wherever possible to manage specific and identified performance improvement needs.

If the employee does not achieve the desire goals of the PIP, the options to be considered are:

- Review and extend the PIP plan;
- Provide additional training or coaching;
- Adjust the goals and clarify expectations;
- Re-consider the employees suitability;
- Cease the Performance Improvement Plan.

ROLES AND RESPONSIBILITIES

Where an agreement between the employee and the Shire of Cranbrook to proceed with a Performance Improvement Plan for skill development the expectations are that the parties involved will genuinely commit to and actively participate in the performance improvement process. A Performance Improvement Plan for skills development is not subject to disciplinary processes.

Specific responsibilities of those involved are outlined below.

Line Manager

- Conduct Annual performance reviews.
- Identify opportunities for skills development.
- Develop the Performance Improvement Plan with the employee.
- Provide reasonable support to the employee to achieve the performance expectations
- Conduct regular review meetings during the performance improvement process
- Record and document progress in a PIP
- Provide honest, constructive, timely feedback and reasonable support on an ongoing basis, and

Employee

- Contribute to the development of the PIP and actively participate in review meetings and utilise support options.
- Participate in activities requires as part of the plan.
- Inform the line manager about any circumstances that may impact on the employee's ability to meet the performance plan goal as soon as reasonably practicable, and
- Make best endeavours to meet the performance expectations outlined by the Shire of Cranbrook.

Human Resources

- Provide support and guidance to line managers administering the process.
- Provide support for employee training requirements.
- Conduct succession planning activities to minimize organizational risk.

Executive Management Team

- Make recommendations based upon the principles of this policy.