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**DISMISSAL FOR POOR WORK PERFORMANCE: EMPLOYEES OTHER THAN PROBATIONARY EMPLOYEES**

*Employees other than probationary employees*

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| 1  Training | What is the nature of the training required? |  |
|  | •  internal/external courses  •  assistance by superior/ fellow employee  •  other |  |
|  | What period is considered reasonable for training? |  |
|  | Has employee undergone the required training? | Yes/no  If yes, has training been completed?  If no, provide reasons |
|  | Is further training required to ensure improvement? | Yes/no  If yes, specify: |
| 2  Evaluation | Has the employee’s performance been evaluated? | Yes/no |
|  | What method has been used for evaluation? |  |
|  | Is this method adequate to assess suitability for the job? | Yes/no  If no, have other methods been considered? |
|  | Period of evaluation/ monitoring? |  |
|  | Is this period adequate to ascertain the standard of the employee’s performance? | Yes/no |

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| 3  Investigation | Has training been provided as required? | Yes/no |
|  | Has the employee completed the training? | Yes/no |
|  | Will further training improve the performance of the employee? | Yes/no  If yes, specify nature and period of further training: |
|  | Are instructions clear and understandable? | Yes/no |
|  | Has the necessary guidance/counselling been provided? | Yes/no |
|  | Have the required standards been explained to the employee? | Yes/no |
|  | Has proper evaluation been conducted? | Yes/no |
|  | Has a reasonable period been granted for improvement? | Period so granted: |
|  | If the performance is unsatisfactory, what is the effect thereof on the business/other employees? |  |
| 4  Reasons for unsatisfactory performance | Formulate reasons |  |
| 5  Remedial action | Has the employer considered actions other than dismissal to remedy the poor performance? | Yes/no  If yes, specify: |
|  | Has other remedial action been implemented? | Yes/no  If no, why? |
| 6  Hearing | Has the employer explained to the employee the complaints regarding his poor performance? | Yes/no |
|  | Has the employee been granted an opportunity to state his case? | Yes/no |
|  | If no, provide reasons: |  |
| 7  Employee’s case | Is the employee aware of his right to representation? | Yes/no  If yes, is he represented?  Name of representative: |
|  | Is the employee aware of his right to an interpreter? | Yes/no  If yes, does he require an interpreter? ......... Name of interpreter |
|  | Formulate the employee’s explanation regarding his performance |  |
|  | Questions by management’s representative |  |
|  | Consider the evidence and the employee’s explanation |  |
| 8  Decision | Is dismissal the only appropriate sanction? | Yes/no  If no, specify possible alternatives: |
|  | If dismissal is the only possibility, what period of notice is required in the case of this employee? |  |
|  | Has the required notice been given/paid? | Yes/no |