

Performance Improvement Procedure

Section 1 - Purpose

(1) This procedure outlines how RMIT will manage concerns relating to unsatisfactory performance, with the aim of supporting employees to achieve expected performance standards. Performance standards and measures will be fair, equitable and transparent.

(2) Reports or concerns relating to misconduct or serious misconduct will ordinarily be managed under the [Managing Conduct Procedure](#).

Section 2 - Authority

(3) Authority for this document is established by the [Employee Lifecycle Policy](#).

Section 3 - Scope

(4) This procedure applies to all employees of RMIT University, RMIT Online and RMIT University Pathways (RMIT UP). It does not apply to employees of other RMIT controlled entities.

(5) This procedure does not apply to casual employees in relation to the Performance Improvement Plan (PIP) process outlined in Section 4. Casual employees may still receive feedback, coaching or support to improve performance, but formal PIP processes, timeframes, and potential disciplinary outcomes under this procedure are not applicable to them.

(6) Where an enterprise agreement governs the management of unsatisfactory performance, the process in that agreement applies.

(7) Where there is no applicable enterprise agreement-based process, or RMIT has exercised its right under an agreement to not apply a process that would otherwise apply, the procedure outlined below applies.

(8) RMIT retains the right to vary or not apply this procedure at manager's discretion, having regard to employee seniority, the nature of the performance issue/s, the nature or length of the employee's employment, any feedback previously provided to the employee about their performance, or organisational needs.

(9) This procedure does not relate to or constrain the provision of feedback and coaching to improve minor performance issues.

Section 4 - Procedure

Unsatisfactory Performance

(10) A People Manager is expected to provide guidance and support to assist the employee in meeting expected performance standards.

(11) Where a People Manager considers that an employee is not meeting the expected performance standards, they will work with the individual to address concerns through respectful, supportive and non-disciplinary early interventions. Examples of early interventions may include:

- a. expectation setting, resetting, or clarification;
- b. training;
- c. coaching;
- d. professional development;
- e. work allocation changes.

(12) People Manager's are expected to maintain clear and accurate records of early interventions that have been implemented.

(13) Where an employee's performance does not meet the required standards, or where previously identified improvements are not consistently maintained, their People Manager may commence a PIP. Implementation of a PIP will occur in line with the applicable enterprise agreement or the employee's contract of employment.

Performance Improvement Plan

(14) People Managers must consult with the People and Culture team before initiating a PIP. They must seek ongoing support throughout the process to receive consistent and appropriate guidance and to be compliant with organisational requirements.

(15) The purpose of the PIP is to:

- a. identify where performance requires improvement and any contributing factors;
- b. clarify the areas in which performance needs to improve and the required outcomes;
- c. provide support, resources, or training the employee may need to enable satisfactory performance;
- d. implement mechanisms (including timeframes) for reviewing performance.

(16) When meetings to discuss the PIP are conducted, the employee may have a workplace delegate or support person present. For further information on the role of a support person, see clause (24).

(17) The PIP must allow the employee a reasonable timeframe to improve performance. Timeframes should take into account the issues identified, the support provided and the employee's commitment to improving performance.

Possible Outcomes Following a Performance Improvement Plan

(18) Where a PIP has been implemented, the People Manager will assess the employee's performance to determine whether the required performance outcomes have been achieved.

(19) Following this assessment, the People Manager will:

- a. inform the employee of the outcome, outlining whether performance has improved to meet the required outcomes or remains below expectations;
- b. provide the employee with written confirmation of the review and the outcomes;
- c. determine next steps, including possible disciplinary action, if performance continues to fail to meet the inherent requirements of the position;
- d. give the employee an opportunity to respond to the findings and any proposed disciplinary action.

Extending a Performance Improvement Plan

(20) People Manager's may extend a PIP process to allow additional time to improve, depending on individual circumstances.

(21) Where an employee's performance does not improve to the required standard in the timeframe provided, disciplinary action may be taken in accordance with any existing laws, local regulations, or enterprise agreements.

(22) The decision to take disciplinary action is not limited by a requirement for prior disciplinary action to have occurred. For example:

- a. termination of employment might occur as an outcome, even if there have been no prior formal warnings;
- b. a final written warning may be issued even if there has been no previous written warning.

Recommencement of a Performance Improvement Plan

(23) A People Manager may recommence a PIP where:

- a. an employee has been on a PIP which ended after an acceptable improvement in performance; but
- b. the People Manager determines in consultation with the People and Culture team that performance in the same position has begun again to not meet the required standards.

Support Person

(24) An employee may elect to have a support person present for meetings with their People Manager about their performance.

(25) When an employee chooses to have a support person present, this may include another employee, or an external person, for example a friend or relative.

(26) The support person must not:

- a. unduly delay or disrupt the process;
- b. act as a representative or advocate on behalf of the employee.

(27) An inability to find a suitable support person will not be an acceptable reason to delay the process.

Section 5 - Compliance

(28) Compliance with this procedure is monitored by the Vice President, People and Culture.

(29) The Vice President, People and Culture reports breaches of this procedure on an annual basis to the University Executive Committee.

(30) Breaches of this procedure are reportable via the [Organisational Breach Reporting Form](#) and are managed in accordance with the [Compliance Breach Management Procedure](#).

Section 6 - Definitions

Term	Definition
People Manager	The individual responsible for overseeing and managing an employee's performance, typically the employee's immediate line manager. In cases where an employee reports to multiple managers, one manager should be designated as the performance manager.
Performance Improvement Plan (PIP)	A formal plan to support an employee in improving their performance. It outlines the commencement date, expected timeframes, areas requiring improvement, and any training or support that will be provided.

Status and Details

Status	Current
Effective Date	6th August 2026
Review Date	7th August 2031
Approval Authority	Manager, Central Policy
Approval Date	6th August 2026
Expiry Date	Not Applicable
Policy Owner	Gaynor Witts Vice President, People and Culture
Policy Author	Stephen Morrison Director, Strategic Workforce Advisory
Enquiries Contact	People Connect