

Disciplinary Procedure

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Purpose

The Disciplinary Procedure provides clarity on how GSA will manage situations where an employee's behaviour does not align with expected standards as set out in GSA's established policies and procedures, including the Code of Conduct and Ethics.

The Disciplinary Procedure, whilst necessary and important, is one that we at GSA hope we rarely need to enact.

The Disciplinary Procedure may be enacted after the behaviour in question has been escalated and considered via the Speak Up Procedure and where the outcome of such escalation is a finding that the behaviour represents a breach of GSA's expected standards as set out in one or more established policies.

There may also be instances where the Disciplinary Procedure is enacted immediately by management as a result of direct observation of the behaviour, without the behaviour first being escalated and considered via the Speak Up Procedure.

Scope

The Disciplinary Procedure applies all employees at GSA (including permanent, fixed term and casual) as well as associates and contractors.

Stages of Resolution

The following stages of resolution represent the various ways in which unacceptable behaviour at GSA may be addressed. The stages are not required to be followed sequentially - depending on the nature and severity of the behaviour including whether the behaviour was isolated in nature or repeated, any stage may be enacted without being preceded by an earlier stage or stages.

- A: Discussion regarding unsatisfactory behaviour
- B: Review meeting(s)
- C: Disciplinary action

A GSA employee asked to attend a meeting in conjunction with the Disciplinary Procedure has the option of bringing a support person to the meeting. GSA will ensure advance notice is provided so that the employee may arrange a support person's attendance. Any support person in attendance at such meetings is an observer to the



proceedings – their role is not to ask questions, advocate or argue on behalf of the employee, or answer for them.

A: Discussion regarding unsatisfactory behaviour

A meeting will occur with the employee, their manager and in some instances another member of management and/or an external HR representative.

Management or the appointed HR representative will clearly outline the aspects of behaviour which have been deemed unsatisfactory. The employee will be given the opportunity to respond. Expectations around behaviour will be set out in a clear and reasonable manner, including references to specific policies.

A warning, either verbal or written, may be issued at this time.

A communication will be provided to the employee after the meeting summarizing what was discussed and any specific forward-looking expectations.

B: Review meeting(s)

In some instances, further review meetings may be scheduled to discuss progress against the expected standards of behaviour. Attendance at such meetings will include the employee, their manager and in some instances another member of management and/or an external HR representative. The focus of such meetings will be the behaviour previously identified as unacceptable and the extent to which progress has been observed.

C: Disciplinary action

As a result of a finding of unsatisfactory behaviour, GSA may take disciplinary action up to and including termination. Such disciplinary action will be communicated to the employee in a meeting. Such a meeting will occur with the employee, their manager and in some instances another member of management and/or an external HR representative.

During a meeting to discuss disciplinary action:

- The disciplinary action being contemplated, and the basis for such action, will be clearly explained to the employee;
- The employee will be provided with an opportunity to respond (either in the meeting or within an agreed-upon timeframe).

GSA management, potentially in consultation with external HR support, will consider any response provided by the employee prior to proceeding with disciplinary action.



Warnings

A finding of unsatisfactory behaviour may result in management issuing one or more warnings. Warnings will be discussed in a formal meeting with the employee and issued either verbally or in writing. Where a warning is issued in writing it will also be recorded in the employee's personnel file.

Termination of Employment

If the disciplinary action is a decision to terminate the employee (except in the case of serious misconduct):

- Notice will be provided in accordance with the employee's contract of employment. GSA at its discretion may opt to pay the employee in lieu of notice rather than having the employee work through the notice period; and
- A brief written statement will be provided to the employee confirming the termination and the basis for the decision.

In cases where termination occurs as a result of serious misconduct (as described within Fair Work guidelines):

- GSA may opt to terminate the employee without notice; and
- A brief written statement will be provided to the employee confirming the termination and the basis for the decision.