**MOMENTUM SPORTS**

*"Built for the Journey"*

**EMPLOYEE PERFORMANCE REVIEWS**

&

**DISCIPLINARY RECORDS**

Human Resources Department

Financial Year 2025

Report Date: January 2026

**CONFIDENTIAL - PERSONNEL RECORDS**

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# SECTION 1: PERFORMANCE REVIEWS

Performance reviews are conducted annually for all employees. The review process evaluates performance against established goals, core competencies, and behavioral expectations. This section contains representative examples of completed performance reviews at different performance levels.

## 1.1 ANNUAL PERFORMANCE REVIEW - EXCEEDS EXPECTATIONS

|  |  |
| --- | --- |
| **EMPLOYEE INFORMATION** | |
| **Employee Name:** | Quinn Taylor |
| **Employee ID:** | E009 |
| **Position:** | Warehouse & Logistics Manager |
| **Department:** | Operations |
| **Supervisor:** | Jordan Lee, Chief Operating Officer |
| **Review Period:** | January 1, 2025 - December 31, 2025 |
| **Review Date:** | January 10, 2026 |

### Performance Ratings

|  |  |  |
| --- | --- | --- |
| **Competency** | **Rating** | **Comments** |
| **Quality of Work** | **5** | Consistently delivers error-free work. Inventory accuracy maintained at 99.8%. |
| **Productivity** | **5** | Exceeded same-day shipping target, achieving 98% vs 95% goal. |
| **Leadership & Teamwork** | **5** | Excellent team management. Successfully integrated casual workers during peak periods. |
| **Initiative & Innovation** | **4** | Implemented new warehouse layout improving picking efficiency by 15%. |
| **Communication** | **4** | Clear communicator with internal teams. Provides timely updates on logistics issues. |
| **OVERALL RATING** | **4.6** | **EXCEEDS EXPECTATIONS** |

*Rating Scale: 1 = Unsatisfactory | 2 = Needs Improvement | 3 = Meets Expectations | 4 = Exceeds Expectations | 5 = Outstanding*

### Goals Achievement

|  |  |  |
| --- | --- | --- |
| **Goal** | **Target** | **Result** |
| Maintain order fulfillment accuracy | 99% or higher | **99.8%** |
| Reduce shipping cost per unit | 5% reduction | **7%** |
| Implement warehouse management system upgrade | Complete by Q4 | **Achieved** |
| Zero safety incidents | 0 incidents | **Achieved** |

### Supervisor Comments

Quinn has delivered an exceptional year of performance. The warehouse operations run smoothly under Quinn's leadership, with consistent achievement of all key metrics. Particularly impressive is the 15% improvement in picking efficiency through the new layout design - this initiative demonstrates strong analytical thinking and operational expertise.

Quinn's ability to manage our casual worker network during peak periods has been crucial to maintaining service levels across our three-continent operations. The team consistently delivers high-quality results, reflecting Quinn's effective leadership and clear communication.

Areas for continued development include building stronger strategic relationships with carrier partners and expanding knowledge of international logistics regulations for our European and North American operations.

### Goals for Next Review Period

1. Reduce inventory carrying costs by 10% through optimized stocking levels

2. Implement automated inventory replenishment system for top 100 SKUs

3. Develop cross-training program for warehouse staff to improve operational flexibility

4. Establish relationships with alternative carrier providers in European markets

### Employee Comments

I'm grateful for the opportunity to contribute to Momentum Sports' growth. The warehouse team has worked hard to maintain our high standards while handling increased volume. I look forward to continuing to optimize our operations and taking on the strategic carrier relationship development in the coming year.

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Employee Signature Date: January 10, 2026

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Supervisor Signature (Jordan Lee, COO) Date: January 10, 2026

## 1.2 ANNUAL PERFORMANCE REVIEW - MEETS EXPECTATIONS

|  |  |
| --- | --- |
| **EMPLOYEE INFORMATION** | |
| **Employee Name:** | Drew Collins |
| **Employee ID:** | E012 |
| **Position:** | Business Analyst |
| **Department:** | Commercial & Sales |
| **Supervisor:** | Riley Chen, Sales Director |
| **Review Period:** | February 1, 2025 - January 31, 2026 |
| **Review Date:** | January 15, 2026 |

### Performance Ratings

|  |  |  |
| --- | --- | --- |
| **Competency** | **Rating** | **Comments** |
| **Quality of Work** | **3** | Delivers accurate analysis. Some reports require revision for clarity. |
| **Productivity** | **3** | Meets deadlines. Could improve proactive project management. |
| **Technical Skills** | **4** | Strong Excel and data visualization skills. Effective use of analytics tools. |
| **Initiative & Innovation** | **3** | Completes assigned tasks well. Opportunity to identify new analysis areas independently. |
| **Communication** | **3** | Good written communication. Could strengthen presentation skills for executive audience. |
| **OVERALL RATING** | **3.2** | **MEETS EXPECTATIONS** |

*Rating Scale: 1 = Unsatisfactory | 2 = Needs Improvement | 3 = Meets Expectations | 4 = Exceeds Expectations | 5 = Outstanding*

### Supervisor Comments

Drew has completed a solid first full year with Momentum Sports. Technical skills are strong, particularly in data analysis and visualization. Drew produces accurate reports and meets established deadlines consistently.

Areas for development include taking more initiative to identify business questions that could benefit from analysis, and strengthening executive presentation skills. Drew would benefit from working more closely with senior leaders to understand strategic priorities and translate them into analytical projects.

I encourage Drew to seek feedback more actively and to propose new analysis areas rather than waiting for assignment. Overall performance is satisfactory and meets the requirements of the position.

### Goals for Next Review Period

1. Independently identify and complete at least 3 strategic analysis projects

2. Improve executive presentation skills through training and practice presentations

3. Develop predictive models for sales forecasting accuracy improvement

4. Build deeper understanding of reseller channel dynamics through partner interviews

### Employee Comments

I appreciate the feedback and agree that I can take more initiative in proposing analysis projects. I'm looking forward to developing my strategic thinking and presentation skills in the coming year. Thank you for the opportunities to learn and contribute to the team's success.

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Employee Signature Date: January 15, 2026

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Supervisor Signature (Riley Chen, Sales Director) Date: January 15, 2026

## 1.3 ANNUAL PERFORMANCE REVIEW - NEEDS IMPROVEMENT

|  |  |
| --- | --- |
| **EMPLOYEE INFORMATION** | |
| **Employee Name:** | [Sample Employee Name - Customer Service Representative] |
| **Employee ID:** | [Employee ID] |
| **Position:** | Customer Service Representative (Contractor) |
| **Department:** | Operations |
| **Supervisor:** | Avery Wilson, Customer Service Manager |
| **Review Period:** | July 1, 2025 - December 31, 2025 (6-month review) |
| **Review Date:** | January 8, 2026 |

### Performance Ratings

|  |  |  |
| --- | --- | --- |
| **Competency** | **Rating** | **Comments** |
| **Quality of Work** | **2** | Frequent errors in order processing. 12 customer complaints regarding incorrect information. |
| **Productivity** | **2** | Handles 15-20 tickets daily vs. team average of 30-35. Requires improvement. |
| **Attendance & Punctuality** | **2** | 7 late arrivals in 6 months. 3 unscheduled absences without proper notification. |
| **Customer Service Skills** | **3** | Polite with customers. Generally helpful when engaged. |
| **Communication** | **2** | Does not consistently update ticket notes. Team communication needs improvement. |
| **OVERALL RATING** | **2.2** | **NEEDS IMPROVEMENT** |

*Rating Scale: 1 = Unsatisfactory | 2 = Needs Improvement | 3 = Meets Expectations | 4 = Exceeds Expectations | 5 = Outstanding*

### Supervisor Comments

Performance during this review period has not met the standards expected for this role. Multiple areas require immediate improvement including work quality, productivity, attendance, and communication.

Specific concerns include frequent order processing errors that have resulted in customer complaints, below-average ticket volume compared to peers, and attendance issues that impact team coverage. The employee has received verbal coaching on these issues but improvement has not been demonstrated.

A 90-day Performance Improvement Plan will be implemented immediately with specific measurable objectives. Failure to meet improvement targets may result in contract termination.

### Required Improvements (90-Day Plan)

1. Reduce order processing error rate to less than 2% (currently 8%)

2. Increase daily ticket volume to minimum 25 tickets per day

3. Zero late arrivals and proper advance notification for any absences

4. Complete all ticket documentation within 1 hour of resolution

5. Bi-weekly check-ins with supervisor to review progress

### Employee Comments

I understand the concerns raised and am committed to improving my performance. I will work to meet the objectives outlined in the improvement plan.

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Employee Signature Date: January 8, 2026

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Supervisor Signature (Avery Wilson, CS Manager) Date: January 8, 2026

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HR Manager Signature (Finley Adams) Date: January 8, 2026

# SECTION 2: DISCIPLINARY RECORDS

Momentum Sports follows a progressive discipline policy designed to correct performance and conduct issues while providing employees with clear expectations and opportunities for improvement. This section contains representative examples of disciplinary documentation at various stages of the progressive discipline process.

**Progressive Discipline Process:**

1. Verbal Warning (documented in personnel file)

2. Written Warning

3. Final Written Warning

4. Performance Improvement Plan (if appropriate)

5. Termination

*Note: Serious violations may bypass earlier steps and proceed directly to final warning or termination.*

## 2.1 VERBAL WARNING DOCUMENTATION

|  |  |
| --- | --- |
| **VERBAL WARNING** | |
| **Employee Name:** | [Sample Employee - Warehouse Staff] |
| **Employee ID:** | [Employee ID] |
| **Position:** | Warehouse Associate (Casual Worker) |
| **Department:** | Operations |
| **Supervisor:** | Quinn Taylor, Warehouse & Logistics Manager |
| **Date of Warning:** | November 15, 2025 |
| **Type of Issue:** | Attendance - Repeated Late Arrivals |

### Issue Description

Employee has arrived late to scheduled shift on three occasions within the past two weeks:

• November 2, 2025: Arrived 25 minutes late (shift start: 8:00 AM, arrival: 8:25 AM)

• November 8, 2025: Arrived 15 minutes late (shift start: 8:00 AM, arrival: 8:15 AM)

• November 14, 2025: Arrived 30 minutes late (shift start: 8:00 AM, arrival: 8:30 AM)

Late arrivals disrupt warehouse operations and place additional burden on team members who must cover responsibilities. Punctuality is essential for maintaining efficient shipping and receiving operations.

### Performance Expectations Communicated

• Employee is expected to arrive on time for all scheduled shifts

• If unavoidable circumstances cause delay, employee must notify supervisor at least 1 hour in advance

• Shift start time is 8:00 AM - employee should be at workstation and ready to begin at this time

• Continued attendance issues will result in further disciplinary action including written warning

### Employee Response

Employee acknowledged the attendance concerns and agreed to improve punctuality. Employee stated that transportation issues contributed to recent tardiness and is working to resolve.

### Next Steps

This verbal warning will remain in employee's file for 6 months. Any further attendance issues during this period will result in written warning. Employee's attendance will be monitored closely.

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Employee Signature (Acknowledges Receipt) Date: November 15, 2025

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Supervisor Signature (Quinn Taylor) Date: November 15, 2025

## 2.2 WRITTEN WARNING

|  |  |
| --- | --- |
| **WRITTEN WARNING** | |
| **Employee Name:** | [Sample Employee - Sales Support] |
| **Employee ID:** | [Employee ID] |
| **Position:** | Sales Support Coordinator (Contractor) |
| **Department:** | Commercial & Sales |
| **Supervisor:** | Morgan Davis, Channel / Reseller Manager |
| **Date of Warning:** | October 20, 2025 |
| **Type of Issue:** | Performance - Failure to Complete Assigned Tasks |
| **Previous Warnings:** | Verbal Warning - September 8, 2025 (Same Issue) |

### Issue Description

Despite receiving a verbal warning on September 8, 2025, employee continues to fail to complete assigned tasks by established deadlines. Specific recent instances include:

• October 5: Reseller pricing update spreadsheet due - not completed until October 12 (7 days late) after multiple follow-ups

• October 10: Failed to prepare requested sales presentation materials for Channel Manager meeting, causing rescheduling

• October 18: Monthly reseller performance report incomplete and contained errors requiring revision

These performance deficiencies directly impact the sales team's ability to serve our reseller network effectively. The Channel Manager relies on timely, accurate support to manage relationships with our network of reseller partners.

### Performance Expectations

• All assigned tasks must be completed by established deadlines

• If challenges arise that may impact deadline, employee must communicate proactively at least 24 hours in advance

• Work quality must meet standards with minimal need for revision

• Employee must maintain organized task tracking system and provide status updates when requested

### Consequences of Continued Performance Issues

This is a formal written warning. Any further instances of failure to complete assigned work by deadlines or continued performance deficiencies will result in a Final Written Warning. Continued issues beyond that point may result in contract termination.

### Support Provided

• Weekly check-in meetings with supervisor to review task priorities and deadlines

• Access to project management tool for better task organization

• Clearer written documentation of task requirements and expectations

### Employee Response

Employee acknowledged performance concerns and stated commitment to improving task completion and communication with supervisor regarding deadlines.

*I acknowledge receipt of this written warning and understand that continued performance issues may result in further disciplinary action up to and including termination of my contract.*

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Employee Signature Date: October 20, 2025

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Supervisor Signature (Morgan Davis) Date: October 20, 2025

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HR Manager Signature (Finley Adams) Date: October 20, 2025

## 2.3 FINAL WRITTEN WARNING

|  |  |
| --- | --- |
| **FINAL WRITTEN WARNING** | |
| **Employee Name:** | [Sample Employee - Marketing Coordinator] |
| **Employee ID:** | [Employee ID] |
| **Position:** | Marketing Coordinator (Contractor) |
| **Department:** | Commercial & Sales |
| **Supervisor:** | Rowan Mitchell, Marketing Manager |
| **Date of Warning:** | December 5, 2025 |
| **Type of Issue:** | Policy Violation - Unauthorized Disclosure of Confidential Information |
| **Previous Warnings:** | Verbal Warning - August 12, 2025 (Missed Deadlines)  Written Warning - October 3, 2025 (Quality of Work Issues) |

### Issue Description

On December 3, 2025, it was discovered that employee shared confidential product launch information externally via personal social media account. Specifically, employee posted details about an upcoming product line expansion scheduled for Q2 2026, including product names, pricing information, and launch timing.

This information was clearly marked as confidential in internal communications and the employee had signed a confidentiality agreement acknowledging the obligation to protect proprietary business information.

The unauthorized disclosure potentially compromises Momentum Sports' competitive position and violates the trust placed in marketing team members who have access to sensitive product and strategy information.

### Policy Violated

Employee Handbook Section 4.3: Confidential Information

Information Security Policy Section 2.1: Classification and Handling of Confidential Data

Social Media Policy Section 3.2: Prohibition on Sharing Company Proprietary Information

### Severity and Consequences

This is a FINAL WRITTEN WARNING. This violation is serious and represents a significant breach of trust and company policy. Any further policy violations or performance issues of any kind will result in immediate termination of your contract with Momentum Sports.

This warning will remain in your personnel file permanently. You are placed on a 90-day probationary period during which your performance and compliance with all company policies will be closely monitored.

### Required Actions

• Employee must immediately remove the unauthorized social media post

• Employee must complete refresher training on Information Security Policy within 5 business days

• Employee must submit all marketing materials for manager approval before any distribution, internal or external

• Employee will have access to confidential product information restricted during 90-day probationary period

### Employee Response

Employee acknowledged the violation, apologized for the error in judgment, and confirmed the social media post was immediately removed. Employee expressed understanding of the severity of the situation and committed to adhering to all company policies.

***I acknowledge receipt of this FINAL WRITTEN WARNING and understand that this is the last step before termination. I understand that any further policy violations or performance issues will result in immediate termination of my employment with Momentum Sports. I have been given the opportunity to respond to these allegations and my response is documented above.***

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Employee Signature Date: December 5, 2025

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Supervisor Signature (Rowan Mitchell) Date: December 5, 2025

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HR Manager Signature (Finley Adams) Date: December 5, 2025

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Sales Director Signature (Riley Chen) Date: December 5, 2025

## 2.4 PERFORMANCE IMPROVEMENT PLAN (PIP)

|  |  |
| --- | --- |
| **PERFORMANCE IMPROVEMENT PLAN** | |
| **Employee Name:** | [Sample Employee - E-commerce Coordinator] |
| **Employee ID:** | [Employee ID] |
| **Position:** | E-commerce Coordinator (Contractor) |
| **Department:** | Commercial & Sales |
| **Supervisor:** | Jamie Patel, E-commerce Manager |
| **PIP Start Date:** | January 15, 2026 |
| **PIP End Date:** | April 15, 2026 (90 days) |

### Purpose of Performance Improvement Plan

This Performance Improvement Plan (PIP) is designed to provide a structured framework for addressing performance deficiencies and supporting employee success. The plan outlines specific, measurable objectives that must be achieved within the 90-day period.

### Performance Issues Identified

1. Product Listing Accuracy: Error rate of 12% in product descriptions and specifications (target: <2%)

2. Response Time: Average 48-hour response to website issues vs. 4-hour SLA requirement

3. Project Management: Missed deadlines on 4 out of 6 projects in past quarter

4. Technical Skills: Limited proficiency with e-commerce platform features impacting ability to implement required updates

### Specific Performance Objectives and Metrics

|  |  |  |
| --- | --- | --- |
| **Objective** | **Success Metric** | **Timeline** |
| Reduce product listing error rate | Less than 2% error rate | 30 days |
| Improve website issue response time | 95% within 4-hour SLA | 45 days |
| Meet all project deadlines | 100% on-time delivery | Ongoing |
| Complete advanced e-commerce platform training | Certification obtained | 60 days |
| Improve communication with supervisor | Weekly status updates submitted | Ongoing |

### Support and Resources Provided

• Weekly 1-on-1 meetings with E-commerce Manager for coaching and feedback

• Access to e-commerce platform advanced training program (online, self-paced)

• Quality checklist template for product listing reviews

• Project management tool training session

• Bi-weekly check-ins with CTO for technical assistance

### Monitoring and Review Process

• Week 2 (January 29): Initial progress check-in

• Week 4 (February 12): 30-day formal review meeting

• Week 7 (March 5): 60-day formal review meeting

• Week 10 (March 26): Pre-final review

• Week 13 (April 15): Final evaluation and PIP outcome determination

### Consequences

Successful completion of all objectives by April 15, 2026 will result in removal from PIP status and continuation of employment. However, if performance objectives are not met or if performance regresses after successful PIP completion, employment may be terminated.

**Failure to meet the stated objectives within the 90-day timeframe will result in termination of employment. This PIP represents a final opportunity to demonstrate the ability to meet the performance standards required for this position.**

*I acknowledge receipt of this Performance Improvement Plan. I understand the performance deficiencies outlined, the objectives I must achieve, and the consequences of not meeting these objectives. I have had the opportunity to ask questions and receive clarification.*

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Employee Signature Date: January 15, 2026

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Supervisor Signature (Jamie Patel) Date: January 15, 2026

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HR Manager Signature (Finley Adams) Date: January 15, 2026

# SECTION 3: DOCUMENTATION GUIDELINES

Proper documentation of performance reviews and disciplinary actions is essential for legal compliance, fair treatment of employees, and organizational accountability. This section outlines key principles and requirements for HR documentation.

## Performance Review Documentation

**Best Practices:**

• Conduct reviews at regular intervals (annually at minimum)

• Use objective, measurable criteria aligned with job responsibilities

• Provide specific examples to support ratings

• Allow employee input and acknowledge their perspective

• Set clear, achievable goals for the next review period

• Obtain employee signature acknowledging receipt

• Store in personnel file with appropriate confidentiality

## Disciplinary Action Documentation

**Essential Elements:**

• Date, time, and location of incident or issue

• Detailed description of the problem or violation

• Policy or standard violated (with specific reference)

• Previous warnings or discussions (if applicable)

• Clear performance expectations or required corrective actions

• Consequences of continued issues

• Employee response or acknowledgment

• Signatures of supervisor, employee, and HR representative

## Legal Compliance Requirements

All performance and disciplinary documentation must comply with Australian employment law including Fair Work Act 2009 and Privacy Act 1988. Key requirements include:

• Maintain confidentiality of personnel records

• Provide procedural fairness in disciplinary matters

• Allow employee opportunity to respond to allegations

• Apply policies consistently across all employees

• Retain records for required statutory period (minimum 7 years)

• Protect against discrimination based on protected attributes

## Record Retention

**Retention Schedule:**

• Performance reviews: 7 years after employment ends

• Disciplinary records: 7 years after employment ends

• Performance Improvement Plans: 7 years after employment ends

• Verbal warnings (documented): 6 months to 1 year

• Written warnings: Duration of employment plus 7 years

**END OF DOCUMENT**

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**CONFIDENTIAL - PERSONNEL RECORDS**