

PERFORMANCE MANAGEMENT POLICY

Intent

To foster an organisational environment which supports and values the work of all members of the company as we seek to achieve our shared goals.

Scope

This policy applies to all employees including casuals.

Key Objectives

The key objectives of the Performance Management Program are to:

- Create a clear direction for employees by ensuring that work is aligned with the strategic efforts and directions of the company
- Assist employees to improve performance by providing employees with:
 - Clarity regarding roles, responsibilities and performance expectations;
 - Assistance with identifying changes to a current professional and technical staff position description document;
 - Rewards for strong performance and assisting to improve performance; and
 - Training and development relevant to individual performance areas, professional aspirations and longer term organisational needs.
 - Provide an equitable and transparent framework for regular and constructive discussions between supervisors and employees about:
 - Future organisational developments, operational plans and their alignment with individual work plans, goals and priorities;
 - Past performance efforts, giving recognition to significant achievements and defining strategies to address identified performance issues; and
 - Creating a process for determining how high performance should be rewarded, managing performance improvement, and identifying unsatisfactory performance.

Key Values

The Company is committed to building a work environment that strives for and rewards high performance, maximises flexibility and encourages employee professional growth and development. In support of its key values the Company's Performance Management Policy (PMP) and procedures incorporates the following principles:

- Clear and Regular Communication – Through regular opportunities for open and constructive communication between employees and their supervisors, the PMP provides a basis for building a shared understanding between supervisors and employees regarding the employees role in the Company, and performance expectations;
- Effective Work Planning and Employee Development – The PMP acknowledges that planning and employee development are two primary keys to improve individual productivity and organisational performance;
- Feedback, Recognition and Reward – The PMP will guide supervisors in providing constructive feedback regarding performance, and give recognition to work that is of a high standard;
- Fairness and Transparency – The PMP will guide supervisors and managers in objectively and fairly making recommendations and decisions for rewarding high performance and addressing below standard performance.

Policy and Procedures

Usually the reviews will be conducted by the employees immediate supervisor

1. Quality of Process

The quality of the process will be ensured by:

- Adequate provision of training and mentoring for all participants;
- Provision of adequate resources;
- Availability of conflict resolution strategies where the parties are not in agreement.

2. Preliminary Requirements

Initial awareness of the PMP is a function of induction, but the supervisor must ensure that the employee is formally briefed prior to commencing the process. A formal briefing for employees is available through Human Resources. Supervisors must have attended the basic PMP training conducted by Human Resources Office prior to initiating the PMP process in a supervisory capacity. This training is available to all staff as is refresher training.

The PMP process will be carried out over a 2 month review cycle, and should provide guidance on an ongoing basis. There should be at least (2) interim feedback/planning/development discussions prior to the formal review. There should be no surprises at the formal review as important issues should have been addressed at the ongoing feedback sessions. Reviews should be planned including designated date/times. Supervisors must allow sufficient time for attending to PMP responsibilities.

The employee may request the attendance of a support person who is to be another member of Company staff. The supervisor may also request a support person who would normally be a member of Human Resources Office staff for the purposes of mediation or facilitation.

The performance arrangement will identify indicators by which performance will be assessed and any potential development needs that may be encouraged during employment with the Company.

3. Review and Feedback

4.1 First Review

At the commencement of the review period the employee will document their achievements, sources of feedback, and their developmental and support needs for their performance and career development, and will meet with their supervisor for the purpose of:

- Discussing the relevance of the employees work against strategic work unit objectives and identify core areas of development including any identified changes to roles and responsibilities;
- Setting performance objectives and key performance indicators for the upcoming review period;
- Reviewing work planning and workload allocations. In many work units workloads are set as part of a group planning process, but where this has not occurred workloads should be considered as part of the PMP. Workload setting should give recognition to the importance of maintaining a healthy balance between the employees working life and family/social responsibilities and include monitoring of current leave balances, and annual leave and long service leave plans. Additional consideration should be given to any additional resources that may be required to facilitate the achievement of performance standards and/or training and development needs;
- Considering professional development needs against the core competency requirements of the position;
- Assessing career aspirations and possible career progression.

4.2 Interim Review

There should be no less than two (2) feedback/planning/development discussions throughout the review period. The supervisor is responsible for ensuring PMP discussions occur on the agreed dates or where significant events impact on the ability to maintain an agreed date, a new date is to be agreed with the employee.

Interim feedback/planning/development discussions provide an opportunity for the employee and supervisor to review objectives/KPIs and level of achievement at each interval, review work planning arrangements, and review employee development needs. Discussions should also include the provision of adequate resources and training.

The supervisor is responsible for maintaining a record of interim feedback/planning/development discussions and the employee will be provided the opportunity to respond to and sign this record.

This record may be referred to for subsequent PMP discussions/processes.

4.3 Final Review

The 3rd feedback/planning/development discussion will represent the final discussion for the current review period. This discussion will also be used to plan for the upcoming review period. Following the discussion the Supervisor will prepare a report on:

- Achievements against objectives/KPIs;
- Standard of performance against competencies and identified issues/development needs;
- Updated career aspirations;
- Overall performance assessment including recommendations for training and development, incremental progression and performance recognition rewards, or action / development needed to address below standard performance;
- Objectives, KPIs and work plans for the upcoming review period.

The employee will be provided an opportunity to respond to the report. The completed report must be signed by the employee and the supervisor.

4.4 Recommendations

The supervisor and employee are to submit the completed report to the relevant manager. The relevant manager will consider the preliminary recommendations and make a determination about final outcomes and formal recommendations. Where the relevant manager disagrees with the recommended outcomes they must meet with the employee and their supervisor to discuss any concerns and any proposed alternatives.

4.5 Record Keeping and Confidentiality

Where the completed report is for a probationary employee, or there is action arising from the report that requires action by the Human Resources Office, the completed report with signatures of all parties is to be forwarded to the General Manager. All other reports are to be held by the relevant area. Confidentiality about the PMP outcomes is to be maintained at all times by all relevant parties.

4. Performance Assessment Process

Performance is to be assessed against:

- Achievement of KPIs; and
- Achievement in the key competency areas.

Written feedback from third party sources may be incorporated into the review process but must be confined to agreed performance criteria and outcomes. Relevant third party sources include:

- Employee Feedback and Course Evaluation;
- Client feedback;
- Peer Feedback;
- Feedback from designated indirect supervisors

5. Implementation of Outcomes

6.3 Training and Development

The PMP Report contains a feedback sheet which details specific training that is required. The supervisor will record all training and development information.

6.4 Career Aspiration

Information pertaining to the employee's career aspirations will be considered in the workforce planning process.

6. Below Standard Performance

Where an employee's performance is assessed as below standard and prior efforts to address performance issues through the PMP review/feedback discussions have failed, relevant measures may be taken, following consultation with the supervisor may refer the matter to be managed under unsatisfactory performance procedures.

An employee can be referred onto the unsatisfactory performance process at any stage of the PMP review cycle.

7. Grievance Resolution

Should any employee believe they are disadvantaged or discriminated against by the incorrect application of the PMP procedures, they may raise a dispute to the HR Officer or General Manager.

Unsatisfactory Performance Procedures

Unsatisfactory performance occurs when an employee is not performing the duties of their role to the required standard or otherwise is not performing in a satisfactory manner. Performance expectations include employees' technical duties and the totality of conduct in connection with their role as a public sector employee.

Unsatisfactory performance – Inability

Employees may perform unsatisfactorily because they lack the necessary skills, competence or understanding required to execute or accomplish the technical duties of their role.

Every effort must be made by supervisors to understand why an employee is unable to perform satisfactorily in order to provide effective support and reasonable opportunity to remedy unsatisfactory performance.

Unsatisfactory performance – Indolence/lack of application or effort

Employees may perform unsatisfactorily due to a lack of application or effort on their part and/or a refusal/failure to follow lawful and reasonable managerial directions.

Unsatisfactory performance – Misconduct

Misconduct may involve either a negligent or deliberate departure from accepted ethical or behavioral standards

Unsatisfactory performance – Mental or physical incapacity

If an employee is not performing the duties of their role satisfactorily (including misconduct) a supervisor should consider the possibility that it may be due to mental or physical disability/illness. In this situation, independent medical information may be sought to inform any action aimed at addressing the unsatisfactory performance.

Medical information may:

- confirm that incapacity is the reason for the unsatisfactory performance
- diagnose the severity of the incapacity
- provide a prognosis as to the likelihood of a return to satisfactory performance
- assist a supervisor to make reasonable modifications to an employee's role/duties to accommodate an identified medical condition.
- When managing unsatisfactory performance that may be caused by mental or physical illness, it is important to do so in accordance with the relevant employment legislation. When it is evident that a medical condition is affecting an employee's ability to perform the duties of their role to a satisfactory standard, a supervisor may seek advice

Note: Regardless of the employee's personal circumstances, or the nature of unsatisfactory performance, all instances should be addressed by supervisors within a reasonable timeframe and documented to a standard that could provide the foundation for management processes to address any future incidents of unsatisfactory performance.

Managing Unsatisfactory Performance and/or Behavior

Step 1 – The first meeting

Advise the staff member that the process is moving into stage 2 and arrange for a meeting. Depending on the number of issues that need to be covered, this first meeting may in fact be a number of meetings.

At the meeting:

The staff member must be told in clear and precise terms exactly what you are dissatisfied with; for example, "continued late attendance such as that which has occurred on..." or "too many inaccuracies in production of reports". It is not sufficient to make broad statements such as "We are not happy with your performance," or "Your attitude will need to improve."

Ask the staff member to respond to each example and record and consider the responses. Where responses require further investigation, conduct those investigations and follow up on those matters at a subsequent meeting.

- Seek to ascertain any underlying cause of the problems. There may be personal, health or other workplace issues impinging on the employee's capacity to perform to the required

standards. In these circumstances seek to address and agree on solutions to these issues but at the same time reiterate your expectations.

- Consider whether the staff member's responses excuse the performance or behavior levels; if they do, consider other courses of action.

If you consider the responses unsatisfactory, inform the staff member of the following

- that in your view the responses do not justify the poor performance and/or behavior
- in clear terms the performance and/or behavioral expectations that are required
- that the purpose of this process is to assist the staff member to meet the performance and/or behavioral expectations which have been discussed
- that failure to improve and achieve the required standards of performance and/or behavior will lead to disciplinary action
- that their performance and/or behavior will be reviewed within a specified time, or earlier. New matters should not be raised during this review period unless considered of a serious nature.
- discuss with the staff member any measures that are necessary to improve the performance and/or behavior, such as, further training.

Conclude the meeting ensuring that:

- the staff member clearly understands the issues that have been discussed and what is required of them
- an improvement plan has been mutually agreed (if possible) that meets your needs and the staff member
- you have offered your assistance but do not allow the staff member to shift responsibility back to you
- you have invited the staff member to notify you if he or she encounters any obstacles or barriers to meeting the required standards.

Step 2 – Follow up from the first meeting

Following the meeting, and preferably within five working days, provide the staff member with a letter or record of meeting confirming the matters discussed and a copy of the proposed improvement plan.

The Improvement Plan (Attachment A) should include:

- the areas of concern
- the performance and/or behavioural standards to be met and how these will be assessed
- agreed training and development requirements
- the time frame for the process.

It is recommended that, in addition, a working review plan (Attachment B is a template) is used to document the feedback which will be provided to the staff member at the regular review meetings. This may include the tasks set for the review period (that is one week or a fortnight), the anticipated time required to complete the task, and feedback on the tasks.

Have the staff member sign a copy of the documentation to indicate receipt and that it is a true and accurate record of what was discussed. If the staff member disagrees with the content of the document or wishes to make additional comments, they may provide a written statement in response which will be reviewed by the General Manager. Any such additional documentation submitted by the staff member must stay with the original record of meeting.

Step 3 – Regular review meetings

Monitor performance and/or behaviour on a regular basis as per the agreed timeframe in the improvement plan. Where necessary review the documentation ensuring that the staff member understands the plan and the possible consequences of not meeting the supervisor's expectations.

Where the staff member has met the supervisor's expectations, confirm this in a letter stating that the process has been completed .

If there is not satisfactory improvement within the agreed timeframe, provide the staff member with a written warning outlining the areas of concern and the lack of improvement.

Step 4 – Warning

When the staff member has been given a reasonable number of opportunities to improve their performance and/or behaviour, and they have not done so, have a final counselling session and issue a final warning.

Make sure a period of time is again specified for the staff member to improve and that the consequences of failing to perform satisfactorily are understood.

If sufficient improvement has occurred, continue with the review period.

If after issuing a final warning sufficient improvement has not occurred during the specified period, conduct another meeting with the staff member.

If the staff member's response at the meeting is unsatisfactory as to why their performance has not achieved the required standard, inform them that you are contemplating recommending termination of their employment or disciplinary action. Invite them to offer any mitigating circumstances as to why their employment should not be terminated.

Make sure you record considerations given to matters raised by the staff member and that you allow yourself sufficient time to consider other relevant matters even if not raised by the employee, such as the length of service and past record of the employee.

Step 5 – Report to General Manager

If the decision is to recommend disciplinary action or termination of the staff member, forward a report to the General Manager, for consideration of the appropriate action. The report should include:

- the specifics of the alleged poor performance and/or behaviour
- the process that has been followed
- a recommendation for the disciplinary action sort as outlined in, that is, reprimand or censure, withholding an increment or termination
- copies of records of meetings and other relevant documentation.

Upon receipt of the supervisor's report provided in accordance with General Manager shall first be satisfied that reasonable steps have been taken to remedy the poor performance or behaviour.

The General Manager may, after full consideration of the matter, decide to:

- take no further action
- refer the matter back for further information, evidence or opportunity to improve
- reprimand or censure the staff member
- withhold an increment of salary, where applicable, for a period not exceeding twelve months, or
- terminate the employment.

Before deciding to terminate the employment, the General Manager may advise the staff member that termination is being considered and invite the staff member to discuss any matters prior to a final decision being made. The staff member may choose to have an employee representative in attendance at this meeting.

If the General Manager determines that disciplinary action is warranted, the staff member will be advised of the decision in writing and a copy placed on the staff member's file.