



Upper Great Southern Family Support Association Inc

Policy On
**PERFORMANCE
MANAGEMENT**

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Upper Great Southern Family Support Association Inc.

Policies and Procedures

Policy and Procedure: Performance Management	Date Adopted: July 2008
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RELATED DISABILITY SERVICE STANDARDS:	Review Date: November 2013

Performance Management

Purpose of this Policy

Effective management of staff should include both performance management and performance appraisal. For our purposes at Upper Great Southern Family Support Association Inc, definitions of these terms are as follows:

The Policy

Performance Management:

An ongoing process involving staff and management incorporating periodical reviews of performance aimed at identifying areas of possible improvement, goals, outlining of support available and instigating appropriate action planning.

At the beginning of employment staff should undergo one on one meetings with their line manager to discuss:

- Their roles within the organisation
- Expected performance standards
- How they will be monitored during probation
- How they will be supported in meeting performance expectations
- The employee's goals
- Training needs the employee may have.

The above should be documented, dated and signed by both parties and form the basis of the employee's appraisal.

An appraisal of each employee should be conducted at least annually and in writing to review whether performance expectations and goals have been met, to discuss professional development opportunities, and to identify options for acquisition of

additional skills and knowledge to foster performance improvement and career growth. This written review needs to be dated and signed by both parties.

During the probationary period, Line Managers must meet frequently with the employee on an informal basis, to discuss how they are going, and to find out what can be done to further assist them in meeting their position requirements. During these meetings, any issues regarding behaviour or performance should be addressed, and strategies developed to deal with them.

All employees shall have a formal Performance Appraisal annually. New employees shall have a Probationary Review at or before the conclusion of probation. At the end of the probationary period, and, at the employee's anniversary, the employee must complete a Performance Appraisal, giving themselves ratings for each of the areas covered in the questionnaire, as well as making any comments. This is then submitted to their Line Manager, who will complete the same questionnaire, rating the employee in each area. The appraisal should also include comments regarding the employee's strengths, weaknesses, training needs, and strategies to help improve performance.

Performance Appraisal

The formal process of evaluation of staff performance:

- Staff to be appraised on performance expectations and goals in relation to their work duties.
- The appraisal shall be done using the Performance Management Review.
- The written report and subsequent action plan to be discussed by the Chief Executive Officer/Team Leader and or Service Coordinator and the employee receiving the appraisal.
- To be conducted six monthly or as required
- Professional development opportunities should be discussed.
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There may be a need for management to address issues of poor performance or unacceptable behaviour of employees. Disciplinary action will be taken through the performance management system. An employee has a right to representation at all meetings to review poor performance or unacceptable behaviour and management has a right to terminate employees should performance management not resolve these issues.

The organisation will:

- Establish formal supervision procedures for all organisation employees and volunteers.
- Ensure that every employee and volunteer is allocated a supervisor and receives regular supervision.

- Provide all employees in supervisory roles with appropriate written information and/or formal training on performance based supervision.
- Ensure that all volunteers receive regular supervision in a manner and at a frequency that is appropriate to their tasks and responsibilities.
- Ensure that all employees have a formal supervision management meeting every six (6) weeks with their allocated supervisor.
- Require the supervisor to maintain written records of the content and outcomes of each employee supervision session.
- Require the supervisor to maintain an Employee Training and Development Record for each employee.
- Complete a performance appraisal on all organisation employees at least every six (6) months.
- Include in the performance appraisal a rating of the employee's performance against the duty statement, outcome of training and development activities, employee strengths and areas for improvement, and recommendations for further training and development.

The following performance standards must be met to ensure that the procedures specified are implemented effectively:

- All new employees have been provided with a copy of the organisation's Policy on Employee Supervision and Appraisal.
- All employees and volunteers has a supervisor.
- Supervisors understand their role as a supervisor.
- Written records of supervision sessions have been maintained in an appropriate file by the supervisor.
- Employees have a written appraisal of their performance completed by their supervisor at least six (6) months and within one month of their appointment anniversary date.
- Any grievances have been addressed in accordance with the supervision and appraisal principles and procedures outlined in this policy and the Policy on Employee Complaints & Grievances.

Substandard Performance Course of Action:

Stealing

Where an employee suspects stealing, the following procedure is to be observed:

- The employee is to inform the CEO immediately.
- The CEO must then inform the board immediately and the board will decide at what time any consequences (such as discipline or termination shall commence).
- The Board of Management shall decide the content and timing of information to be provided to other employees relating to the allegations, investigations and outcomes of the process.

- The Chief Executive Officer must be kept informed throughout the above process.

Abusive language

Abusive language from employees will not be tolerated and the disciplinary process should be initiated.

Discipline / Warnings

If the poor performance is of an employee on probation then disciplinary action should be undertaken prior to termination (during the probationary period). Probationary employees can still claim Unfair Dismissal if their performance has not been managed. The Industrial Relations Commission only recognizes the first three months as the probationary period.

The number of formal warnings (written and verbal) given to employees prior to dismissal shall depend on the nature of the issues, industrial requirements, and any directions given by the Board of Management.

Any formal warnings that are given to employees (written and verbal) need to be documented, dated and signed by both parties.

Where the CEO has identified areas of poor performance and/or unacceptable behaviour a 4 stage plan is used:

Stage 1

The CEO should discuss with the employee their performance and/or behaviour on each occasions that poor performance and/or unacceptable behaviour is observed or reported. This should be timely, conducted in private and with a strong focus on the performance and behaviours that are required.

If the performance and/or behaviour are in breach of a Policy or Procedure then a copy of the relevant Policy and Procedure should be provided.

Stage 2

If the poor performance and/or unacceptable behaviour continue the CEO should notify the Board of Management and arrange to meet with the employee to discuss their performance and/or behaviour.

The CEO must all ensure they notify the employee concerned the Board of Management will be informed of the situation.

The employee has a right to be accompanied by another person acting in a non-legal capacity.

A letter will be sent to the employee to give notice of the meeting, and explain that the CEO will issue a verbal warning on the basis of the poor

performance and/or unacceptable behaviour and invite them to put forward any explanation / mitigating factors.

If the performance and/or behaviours are in breach of a Policy or Procedure then a copy of the relevant Policy and Procedure should be provided, dated and signed.

The CEO should record the meeting and request that the employee signs a record of the meeting.

The CEO has the discretion to give a verbal warning. If a verbal warning is issued at the interview, it should subsequently be confirmed in writing to the employee, explaining the decision and the specific improvements they must achieve. It should also state that, if the required improvement is not achieved, a written warning may be considered.

Any verbal warning must be put in writing and should state that the employee risk having their employment terminated if there is no improvement. The employee must sign a copy of the written 'verbal warning' letter to confirm they have been issued with a verbal warning and notes surrounding the meeting(s) must be recorded.

Stage 3

If the employee' performance continues to be poor and/or they maintain unacceptable behaviour the CEO should inform the board of management and arrange to meet with the employee to discuss their performance and/or behaviour.

The employee has a right to be accompanied by another person acting in a non-legal capacity.

A letter should be sent to the employee to give notice of the meeting, and explain that the CEO will issue a written warning.

At the interview the CEO will summarise the employees Performance Appraisal Forms and the details of the previous review meetings and the reasons why a written warning is being issued and why the Agency will be pursuing termination of their employment if the performance or behaviour continues.

The employee or representative shall have the right to respond and say whatever they wish in support of their position to include any mitigating circumstances.

If after careful consideration a written warning is issued a letter must be sent to the employee to confirm the relevant details. The employee must sign a copy of the written warning letter to confirm they have been issued with the warning and notes surrounding the meeting(s) must be recorded.

Stage 4

If the employee' performance continues to be poor and/or they maintain unacceptable behaviour the Board of Management should be notified.

A letter should be sent to the employee to give notice of the meeting, and explain that the CEO and Board of Management is considering termination of employment due to the employee's on-going performance and/or behaviours.

At the interview the CEO will summarise the Performance Appraisal Forms, and the details of the previous review meetings and the reasons why termination of employment is now being considered.

The employee or representative shall have the right to respond.

If after careful consideration by the Board of Management the decision to terminate employment is reached, then dismissal will be on the grounds of poor performance or unacceptable behaviours. If the employment is terminated, a letter must be sent to the employee to confirm the relevant details and offered a staff exit interview.

Review of the Policy

This policy will be reviewed on an annual basis. However, if at any time the legislative, policy or funding environment is so altered that the policy is no longer appropriate in its current form, the policy shall be reviewed immediately and amended accordingly.