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PERFORMANCE APPRAISAL and REVIEW PROCEDURE

Policy context: This procedure relates to

Legislation or other requirements

Fair Work Act 2009

Contractual obligations

Employment contracts

Procedures

Supervision reviews

Employees will meet with their manager monthly for a formal supervision session. Employees may request informal consultation or direction from managers at other times, and managers will attempt to meet these requests within a mutually agreed time frame.

Formal supervision sessions will be held in a location that provides privacy.

Supervision sessions will be structured so as to enable the employee and managers to:

- review the employee's progress against work plans or agreed tasks
- discuss any issues of concern or impediments experienced in performing duties
- discuss strategies or actions for achieving desired outcomes
- set priorities for the coming period
- identify any professional development needs

Annual Performance review

The performance review will be conducted by the employee's direct manager and it is their responsibility to schedule the review at a mutually convenient time.

Timing

- The first performance review will occur six months after appointment, then annually thereafter. More frequent reviews may be held as agreed between the employees and manager.

Review process

- The employee completes a self-appraisal form. An employee may choose to include a peer review component in their assessment and, in this instance, the reviewer arranges for other assessment input to be gathered.
- The completed self-appraisal (and, if applicable, peer review input) are made available to the reviewer (and, if applicable, the employee) at least 1 day prior to the review meeting.
- The reviewer prepares their own assessment comments for the review meeting.

- The employees and the reviewer meet to discuss findings, performance, future goals and development needs. The discussion includes opportunities for both parties to clarify and explain their comments.
- The outcome is documented and agreed actions included into relevant work plans.

Review discussion

Managers will address the following in discussion with the employee:

1. Review work goals

- Review the statement of duties and any other documentation about the role, ensuring that the position description reflects the current duties of the role.
- Review work goals established at the last review.

2. Review performance

- Review progress against documented work goals
- Review assessment information provided by employee, reviewer and any others, identifying areas of strength and achievement and areas for improvement
- Review impediments to work performance and factors impacting on the person's job performance and satisfaction

3. Identify action

- Identify any training and development needs, focussing on areas that could be improved or where outstanding performance could enable the employee to play a mentoring and support role with other employees.
- Identify any resourcing or support required.
- Identify any other action.

4. Agree goals for next twelve months

- Review the organisation's strategic plans and the team's objectives or service plan.
- Establish work goals which are closely related to the job role and the outcomes required in the objectives.
- Agree how the goals will be measured and reported.
- Identify any training and development needs necessary for the employee to achieve the goals.
- Where performance is satisfactory or above satisfactory, identify any incentives, rewards or recognition appropriate to acknowledge the achievement of goals.

Documentation

- A record of the main discussion points and agreed actions is written at the meeting or immediately thereafter using a standard Word document by the reviewer.
- The record of discussion is reviewed by both the employee and reviewer, corrections or changes made, and a final version signed by both parties.
- Documentation of the review should be completed within 1 week of the review meeting.
- The record is kept on a confidential personnel file with access limited to the employee, the reviewer and the person the employee is responsible to (if not the reviewer) unless both agree to another person having access.
- The record is should be used as reference for the implementation of the agreed actions and for consideration of progress at the next review.

Managing poor performance

If, as the result of a performance review, performance problems are identified, the manager will implement the following steps:

1. Follow up review meeting: A second performance review meeting will be held within 3 months to:

- Identify and agree on reasons for non-achievement of goals.
- Discuss a plan of action to address the reasons.
- Identify any further training and development needs necessary for the employee to achieve the goals.
- Put in place a monthly review to provide ongoing support to the employee.
- Where performance does still not meet expectations, initiate formal counselling.

2. Formal counselling (first warning): A meeting will be scheduled, and the employee informed of the reason. The manager will:

- Ensure the employee understands the objectives and serious nature of the counselling.
- Ensure at least 24 hours between scheduling the meeting and conducting the meeting
- Give the employee the opportunity to have an observer present.
- Clarify for the employee why their performance is unsatisfactory and the possible ramifications.
- Provide them with the opportunity to respond.
- Set a timeframe by which the performance issues will be addressed.
- Identify any further training and development needs necessary for the employee to achieve the goals.
- Document the interview including all agreed outcomes.

Where a formal counselling process has commenced, the manager will notify Human Resources (HR).

3. Formal counselling (second warning): If the performance issues have not been addressed within the agreed time frame, the manager will schedule another review meeting at which the issues will be reviewed, and a revised timeline agreed for the performance issues to be addressed.

4. Final warning: If after the first and second warnings have been given and the performance does not improve then the manager will schedule a final warning meeting. The purpose of this meeting is to clarify for the employee that they must address the issues immediately and advise them of the options if they do not achieve the agreed goals. HR will be asked to attend this meeting.

5. Termination: The manager will consider all other options available including extension of probation, restricting work role, delaying salary progression. If there is still no agreed improvement in performance, then termination may be the final step.

Before commencing dismissal processes, the manager will:

- review all documentation to ensure that the processes have been fair and objective and that the employee has been given both the opportunity and the support to improve their performance.
- Consult with HR
- Seek the approval of the Chief Executive Officer

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Documentation

Documents related to this policy	
Related policies	<p>Q260 - Disciplinary Procedures Policy</p> <p>Q261 – Performance Appraisal and Review Policy</p> <p>Q268 - Employee Performance Agreement</p>