



# JUMBUNNA COMMUNITY PRESCHOOL AND EARLY INTERVENTION CENTRE INC.

<b>St 6wd</b>	<b>PERFORMANCE MANAGEMENT AND REVIEW</b>
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<b>Applies to:</b>
<b>Specific responsibility:</b>

<b>Version:</b>
<b>Date approved: 9 Sept 2014</b>

<b>Policy context:</b> This policy relates to	
Standards or other external requirements	NDIS Practice Standards
Legislation or other requirements	Disability Services Act
Contractual obligations	National Disability Insurance Agency

## POLICY STATEMENT

Jumbunna believes that performance management and review is an important component of supporting staff in their work, ensuring accountability for work performed and identifying the professional development needs of staff.

Under this policy, Jumbunna is committed to ensuring that:

- performance management is undertaken as a collaborative activity to recognise the achievements of staff and to support their ongoing development
- staff understand performance management processes and are encouraged to actively participate in determining and achieving their work goals and career development
- staff and their supervisors clearly understand the goals that have been agreed
- probation is used at the commencement of employment of a significantly new role to provide support for the staff member and to confirm that they are able to deliver the required work goals
- staff receive adequate direction and support for their work
- performance management processes are fair and in accordance with the relevant legal provisions

To meet these aims, all staff in Jumbunna will take part in regular supervision sessions and in an annual formal structured review process.

## Definitions

**Performance management:** the organisational system for formal and collaborative assessment and recognition of work performance against established objectives, supported by analysis of the development needs and opportunities for staff.

**Probation:** the work planning process used in the first 3-12 months of employment or transfer to a significantly different role, to provide establishment support and confirm the staff member's suitability for the role.

**Supervision:** occurs where a manager or senior staff member represents the interests and decisions of the organisation by providing leadership, support, and development opportunities while working with staff to establish work objectives and accountability.

# Procedures

## Probation

The terms and conditions of probation will be specified in the employment contract for each staff member, based on the relevant industrial award/enterprise agreement.

At the commencement of their employment, or in the event of transferring to a significantly different position, staff will enter a probation period. The probation period will establish the staff member's capacity to undertake the role and determine any development priorities for them.

The probation period will be a fixed period of 6 months, with the option to extend the probation by no more than 6 months if the staff member requires an additional period to confidently undertake their role.

During probation, the organisation's performance management processes will be used to assess and document capacity and development needs.

Where under-performance or conduct issues arise during probation, the supervisor/manager will instigate the established organisational procedures for addressing these, with the objective of completing the process by the end of the probation period. In particular, the staff member must be warned, preferably in writing, when dismissal is likely if performance does not adequately improve.

If the outcome of probation is that the staff member is not suitable for their role and alternative employment within the organisation is not considered appropriate, then the staff member is entitled to a statement of reason/s and the notice of termination and payment for accumulate leave specified in the Award/Agreement.

## Supervision

Staff will meet with their General Manager or her delegate for a formal supervision session. Staff may request informal consultation or direction from General Manager at other times, and she will attempt to meet these requests within a mutually agreed time frame.

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

Supervisors will use the organisation's performance management process to record progress and agreements discussed in supervision.

Supervision sessions will be structured so the staff member and General Manager can:

- review the staff member'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

The purpose of the regular supervision process is to provide accountability and direction for work completed within a period and:

- ensure that each staff member is completing agreed activities satisfactorily
- identify any impediments to the satisfactory completion of tasks
- identify any assistance, resources or professional development required
- reach agreements about work goals and performance for the coming period

## Performance review

An annual performance review will be conducted by the General Manager and it is their responsibility to schedule the review at a mutually convenient time.

## Timing

The first performance review will occur three months after appointment, then annually thereafter. More frequent reviews may be held as agreed between the staff member and General Manager.

## Objectives

Performance management will be a collaborative process between the staff member and the General Manager that:

- develop agreed realistic expectations in relation to the staff member's position description and work plan, against which assessment of performance can be made
- provide a formal means by which achievements can be assessed and recognised
- discuss and document how the employee is performing from their point of view and from the General Managers point of view
- seek a common ground for ways to improve employee performance where needed
- identify strengths in skills and knowledge and consider if these can be better utilised
- identify any weaknesses or problems in performance from the point of view of the employee and their supervisor
- identify training needs and discuss other forms of support or on-the-job development required
- reach agreement on any specific goals to be pursued in the period following the assessment.

## Review process

- The staff member completes a self-appraisal. A staff member may choose to include a peer review component in their assessment and, in this instance, the reviewer arranges for peer assessment input to be gathered.
- The completed self appraisal (and, if applicable, peer review input) are made available to the General Manager (and, if applicable, the employee) at least three days prior to the review meeting.
- The General Manager prepares their own assessment comments for the review meeting.
- The staff member and the General Manager 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 within the staff member's work and development plan.
  - Both the supervisor and the staff member are responsible for implementing the plan.
- The General Manager maintains a performance review register, ensuring that each staff member receives a performance review once every 12 months.

## Review discussion

The General Manager will address the following in discussion with the staff member:

### 1. Review work goals

- Review the statement of duties, work plan 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 staff member, 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 staff.
- 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 staff person to achieve the goals.
- Where performance is satisfactory or above satisfactory, identify any incentives, rewards or recognition appropriate to acknowledge the achievement of goals.

## 5. Determine role progression/salary increments

- Document recommendations for role progressions/salary increments, as specified in the employment contact and industrial award

## Documentation

- A record of the main discussion points and agreed actions is written at the meeting or immediately thereafter.
- The record of discussion is reviewed by both the staff member and reviewer, corrections or changes made, and a final version signed by both parties.
- Documentation of the review should be completed within 2 weeks of the review meeting.
- The record is kept on a confidential personnel file with access limited to the staff member, the General Manager unless both agree to another person having access.
- The record 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 General 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 staff member to achieve the goals.
- Put in place a monthly review to provide ongoing support to the staff member.
- Where performance does still not meet expectations, initiate formal counselling.

**2. Formal counselling (first warning):** A meeting will be scheduled, and the staff member informed of the reason.

The General Manager will:

- Ensure the staff member understands the objectives and serious nature of the counselling.
- Give the staff member the opportunity to have an observer or union representative present.
- Clarify for the staff member 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 staff member to achieve the goals.
- Document the interview including all agreed outcomes.

Where a formal counselling process has commenced, the General Manager will notify Board representative.

**3. Formal counselling (second warning):** If the performance issues have not been addressed within the agreed time frame, the General 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 General Manager will schedule a final warning meeting. The purpose of this meeting is to clarify for the staff member that they must address the issues immediately and advise them of the options if they do not achieve the agreed goals. The Management Committee representative will be asked to attend this meeting.

**5. Termination:** The General 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, General 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 the Board representative
- Seek the approval of Executive Committee

**DOCUMENTATION**

Documents related to this policy	
Related policies	
Forms, record keeping or other organisational documents	

<b>Policy Name:</b>	<b>Performance management &amp; Review</b>	<b>Policy Number:</b>	
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