

Purpose and Scope

Access4u 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, Access4u 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 Access4u will take part in regular supervision sessions and in an annual formal structured performance review.

Responsibilities and delegations

This policy applies to	CEO, Staff, Volunteers and Visitors
Specific responsibilities	The Board – responsible for ensuring effective and legitimate people and culture governance mechanisms are in place.
Policy approval	CEO – responsible for monitoring and ensuring adherence to this grievances and disputes policy and related procedures. Ensuring due diligence and taking reasonable steps to ensure Access4u is meeting relevant standards and legislative requirements.

Policy context – this policy relates to:

Standards	NDIS Practice Standards and NDIS Quality and Safeguards Rules.
Legislation	<i>NDIS Act</i> <i>Sex and Age Discrimination Legislation Amendment Act 2011</i> <i>Equal Opportunity Act 1984 (SA)</i> <i>Fair Work Act 2009</i>
Contractual obligations	Staff Employment Contract, Code of Conduct
Organisation policies	NDIS Code of Conduct, Grievance Procedure Anti Bullying, Harassment and Discrimination Policy
Forms, record keeping, other documents	Staff performance agreement Performance Review Template HR training records

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 3 months if the staff member requires an additional period to confidently undertake their role. In total the probation period should be less than 6 months (or 12 months for organisations with less than 15 employees), which is the period that applies prior to unfair dismissal provisions being available to staff.

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 manager/supervisor on a regular basis for formal supervision sessions. Staff may request informal consultation or direction from their manager/supervisor at other times, and appropriate manager/supervisor will attempt to meet these requests within a mutually agreed timeframe.

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

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

Supervision sessions will be structured so the staff member and 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 and address professional development needs

Performance review

- An annual performance review will be conducted by the staff member's direct manager/supervisor or other and it is their responsibility to schedule the review at a mutually convenient time.

Timing

- The first performance review will occur before the end of the probation period then annually. More frequent reviews may be held as agreed between the staff member and manager.

Objectives

Performance management will be a collaborative process between the staff member and their manager that:

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

Process

- The staff member will complete a self-appraisal using the Performance Review Template. The staff member may choose to include a peer review component in their assessment and, in this instance, the manager will arrange for peer 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 7 days prior to the review meeting.

The manager will prepare assessment comments for the review meeting, using the organisation's standard Performance management consultation records such as file reviews and KPI records.

- The staff member and the reviewer will meet to discuss findings, performance, future goals and development needs. The discussion will include opportunities for both parties to clarify and explain their comments.
- The outcomes will be documented and agreed actions included within the staff member's work and development plan.

Discussion

The 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 the work plan
- Review assessment information provided by staff member, manager 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 accelerate their career aspirations
- Identify any resourcing or support required
- Identify any other action

4. Agreed goals for next twelve months

- Review the organisation's strategic plans and the team's objectives or operational plan
- Establish work goals which reflect the job role, strategic objectives and outcomes required
- Agree how the performance 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 progression/salary increments using Performance management consultation record, as specified in the employment contract and industrial award or enterprise agreement.

Documentation

- A record of the main discussion points and agreed actions is written at the meeting or immediately after using Performance management consultation record by the manager.
- The record of discussion is reviewed by the staff member and manager, corrections or changes made, and a final version signed by both parties
- Documentation of the review should be completed within 7 days of the review meeting
- The record is kept in a confidential personnel file with access limited to the staff member and the manager unless both agree to any other person having access
- The record will be used as the reference for implementing agreed actions and for consideration of progress at the next review

Performance Management Policy and procedure



Performance recognition

Where the performance review process determines that the staff member has performed satisfactorily or exceeded requirements, the salary increment specified in the SCHADS Award or employment contract will apply.

Other recognition schemes will only operate with the endorsement of the CEO. The criteria of any recognition system will be available to all relevant staff, who will all have the opportunity to qualify.

Managing under-performance or misconduct

If, as the result of a performance review, performance or conduct problems are identified, the manager will implement a process for managing performance.