

PoI_241	<h1>Performance Review Management</h1>
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**Life Choice 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. Well managed performance reviews benefit both the employee and the organisation by developing work performance and enhancing employee satisfaction.**

Under this policy, Life Choice is committed to ensuring that:

- performance review is undertaken as a collaborative activity to recognise the achievements of staff and to support their ongoing development
- staff understand performance review 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 new staff 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 review processes are fair and in accordance with the relevant legal provisions
- performance review must not be used for performance management/disciplinary purposes

To meet these aims, all staff at Life Choice will take part in an annual formal structured performance review.

Record of policy development		
Version	Date approved	Date for review
2020/1	August 2022	August 2024

Responsibilities and delegations	
This policy applies to	All staff
Policy approval	Quality & Risk Committee

Policy context – this policy relates to:	
Standards	<u>The Human Services Quality Standards</u>

Legislation	<u>Fair Work</u>
References	<u>National Disability Services</u>
Organisation policies	Managing Underperformance and Misconduct Policy Code of Conduct Staff Development and Training Staff Recruitment
Forms, record keeping, other documents	Probation Performance Review Form Performance Review Information Sheet Performance Appraisal and CPD

## Definitions

**Performance review:** the ongoing process of identifying, evaluating and developing staff work performance so that the organisation's current goals can be achieved.

**Probation:** the work planning process used in the first 6 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 Leader 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 no less than 6 months which is the period that applies prior to unfair dismissal provisions being available to staff.

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

### Assessment:

Informal performance assessment should occur regularly (i.e. monthly) during a probation period, with a final formal probation assessment occurring before the end of the probation period. If performance during

probation is satisfactory this should be acknowledged in a letter to the staff member that confirms ongoing employment. (Refer to: Probation Performance Review form)

Where under-performance or conduct issues arise during probation, the Leader 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.

### **Performance review**

An annual performance appraisal (review) will be conducted by the staff member's direct Leader or delegate 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 at least annually.

### **Objectives**

Performance review will be a collaborative process between the staff member and their Leader 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 Leader's point of view
- identifies strengths in skills and knowledge, and considers if these can be better utilised
- identifies any opportunities for improvement in performance from the point of view of the staff member and/or their Leader
- 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 Staff Annual Performance Review Form.

- The completed self-appraisal is made available to the Leader at least 3 business days prior to the review meeting.
- The Leader will prepare assessment comments for the review meeting, using the Staff Annual Performance Review Form.
- The staff member and the Leader 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 Staff Performance Management Record.

## **Discussion**

The Leader 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 and Leader 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. Agree goals for next 12 months**

- Review the team's objectives or operational plan
- Establish work goals which reflect the job role, operational objectives and outcomes required
- Agree how the performance will be measured and reported
- Identify any training and development needs necessary for the staff 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 after using the Staff Annual Performance Review Form by the staff member and their Leader.
- The record of discussion is reviewed by the staff member and Leader, 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 (HR) personnel file with access limited to the staff member and the Leader 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

### **Managing under-performance or misconduct**

Where a staff member is not performing to the required performance level, and the performance review approach is not effective in improving performance or conduct to the degree required, the Leader or their delegate should advise their line manager and the staff member of the intention to implement the Managing Underperformance or Misconduct policy.

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*End of document*

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