

LM05 – Performance Management Policy & Procedures

Purpose

The purpose of the Performance Management Policy Complete Business Solutions Australia (CBSA) is to support the development and skill of our staff and provide them the opportunity to acquire professional development and receive real-time feedback regarding their performance. We aim to ensure the highest quality of service to its clients.

Policy

1. Organisational Approach and Staff Expectations

- CBSA is committed to recruiting, selecting and managing its staff in a fair, equitable, respectful and transparent manner.
- Staff are expected to, at all times:
 - Act dutifully, professionally and ethically in fulfilling their roles.
 - Abide with Australian and relevant state and territory legislation and regulations. Staff will be advised of any changes in legislation that may affect their role and how the changes impact them.
 - Follow the organisation's policies and procedures.
 - Present themselves professionally.
 - Adhere to CBSA's **Code of Ethics**.

2. Principles that inform our policy

All decision making about our *Performance Management Procedures* are carried out in accordance with the principles of our *Performance Management Policy*.

General Considerations

- CBSA see our staff as our greatest assets and in order to ensure our organisation delivers high-quality services to our clients, we need to support our staff in continued learning and development.
- As an organisation, we also have a responsibility to ensure all staff are meeting their requirements and completing their set duties.
- Our organisation has a requirement to ensure all staff comply with legal requirements and CBSA's policies and procedures.
- Where a breach has been identified, the organisation will respond immediately and implement the performance management process.

Staff development and support include:

- Professional development
- Staff annual appraisal
- Performance management process (In the event a breach has accrued)

3. Position Descriptions

All roles have a position description which outlines the key job functions and responsibilities of the position.

4. Induction

- All staff are inducted into the organisation through a planned induction process, and this is documented on an Induction Plan.
- The induction will include the following as a minimum:
 - Overview of organisation
 - Policies, procedures, systems and processes
 - Workplace health and safety
 - Legislation and regulatory requirements
 - Information about their roles and responsibilities
 - Support information
 - An Induction Checklist will be signed and dated to confirm the induction has occurred and that the new employee has completed the induction.

Procedures

Performance Management Procedure

Professional Development

Staff are expected to participate in appropriate professional development relevant to their role as agreed to with their manager. All professional development should be undertaken in conjunction with the Professional Development Policy & Procedures.

Professional development can include:

- Networking with other Services & professionals
- Mentoring & coaching programs
- In-house or external training (workshops, courses)
- Sharing information gained from formal studies
- On-the-job training
- Conferences
- Visitors from local areas
- Reading professional publication & websites
- Viewing professional DVD's
- Engage in professional reflection (journals)

Staff will participate in regular performance reviews which are an opportunity to provide and receive constructive feedback and discuss goals, plans and progression where appropriate.

Any staff performance issues will be appropriately managed by CBSA through performance management plans, meetings, verbal warnings and written warnings where required.

Performance Reviews and Staff Annual Appraisal

Staff appraisals are an opportunity to reflect on your role and duties, highlight achievement, consider your strengths and areas to continue to work on to meet your full potential. Staff will meet with management and gain positive and constructive feedback through a genuine and collaborative discussion regarding your role.

Conduct performance reviews prior to the end of the probationary period and annually thereafter unless there is a reason to conduct one sooner.

Prior to the performance review, ask the staff member to fill in the *Performance Review Questionnaire* to gather feedback about their role. It should be returned to the manager at least 1 day prior to the review.

Keep a record of all discussions and communication with staff member about underperformance.

Conduct Review

- Use the questionnaire responses to form the basis of the discussion.
- During the review gather feedback from the staff member about their role, what their career objectives are, and job satisfaction.
- Provide constructive feedback to the staff member – recognise achievements, identify areas for improvement etc.
- Document discussions.
- Record in staff file.

Performance Management

Initial verbal discussions:

- Where a supervisor/line manager is of the opinion that the staff member's performance is not satisfactory; the supervisor will have a verbal discussion with the staff member on the improvements required and develop strategies to address under performance.
- The staff member should be given an initial two weeks to address areas of underperformance, however this can be extended or changed with discretion of the manager.
- A record of the discussion will be held on the staff member's file.

Formal Warnings

- Where a supervisor believes that the verbal discussion did not bring about improvement to performance in the specified time, the supervisor will report this to the CEO and advise the staff member in writing.

This will include:

- Areas of unsatisfactory performance
 - The nature of improvement required within timeframes
 - The date proposed for review
 - The support to be provided to the staff member to assist them in improving.
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- A copy of the warning will be held on file.
 - The staff member should be given the opportunity to respond.
 - In accordance with legislation and the Fair Work Act, a staff member may be terminated for continued unsatisfactory performance.
 - Refer to legal /professional advice about the number of warnings to be provided.

Leaving the Organisation

Termination or Resignation

- Where a staff member is terminated or resigns from their position, this must be recorded appropriately.
- Update pay records.
- Ensure a copy of end-of-employment documents are held on file.
- Cancel passwords and access codes.
- Organise final payout of annual leave if applicable.
- Prior to the staff member leaving, organise an exit interview to gather feedback from the staff member about their role and reasons for leaving.
- Document discussions on file using the *Staff Exit Interview Form*.
- Ensure any improvements identified during the exit interview are contributed to continuous improvement cycle in accordance *with Quality Assurance Policy & Procedures*.

Related Documents

The following are related to this policy and procedure:

- HR005 – Code of Ethics
- FM017 – Induction Plan
- FM018 – Induction Checklist
- CF005 – Privacy Policy & Procedures
- HR001 – Professional Development Policy & Procedures
- TM008 – Position Description Template
- FM020 – Staff File Checklist
- FM015 – Professional Development Plan
- FM022 – Performance Review Questionnaire
- FM023 – Staff Exit Interview Form
- CF006 – Quality Assurance Policy & Procedures

Document Control

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