

HR - Performance Management

POLICY

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

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.

PROCEDURE

Summary Dismissal

It is fair for Headway Gippsland Inc. to dismiss an employee without notice or warning when it is believed there are reasonable grounds that the employee's conduct is sufficiently serious to justify immediate dismissal. Serious misconduct includes theft, fraud, violence and serious breaches of occupational health and safety procedures. For a dismissal to be deemed to be fair, it is sufficient, though not essential, that an allegation of theft, fraud or violence be reported to the Police. Of course, the employer must have reasonable grounds for making the report.

HR - Performance Management

Other Dismissal

In other cases, Headway Gippsland Inc. must give the employee a reason why he or she is at risk of being dismissed. The reason must be a valid reason based on the employee's conduct or capacity to do the job.

The employee must be warned verbally or preferably in writing, that he or she risks being dismissed if there is no improvement.

Headway Gippsland Inc. must provide the employee with an opportunity to respond to the warning and give the employee a reasonable chance to rectify the problem, having regard to the employee's response. Rectifying the problem might involve providing additional training and ensuring that the employee knows the job expectations.

Procedural Matters

In discussion with an employee in circumstances where dismissal is possible, the employee can have another person present to assist. However, the other person cannot be a lawyer acting in a professional capacity.

Headway Gippsland Inc. will be required to provide evidence of compliance with the Code if the employee makes a claim for unfair dismissal to Fair Work Australia, including evidence that a warning has been given (except in cases of summary dismissal). Evidence may include a completed checklist, copies of written warning(s), a statement of termination or signed witness statements.

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, In total the probation period should be less than 6 months which is the period that applies prior to unfair dismissal provisions being available to staff.

Supervision

Staff will meet with their [manager every 6 months for formal supervision sessions. Staff may request informal consultation or direction from their managers at other times, and managers will attempt to meet these requests within a mutually agreed timeframe.

Formal supervision sessions will be held in a location that provides privacy, or can be agreed to be by telephone

Managers will use the organisation's supervision form to record progress and agreements discussed in supervision.

HR - Performance Management

Supervision sessions will be structured so the staff member and managers 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 feedback given to the manager by the workers clients
- discuss strategies or actions for achieving desired outcomes
- set priorities for the coming period
- identify and address professional development needs

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. Agree goals for next 12 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

HR - Performance Management

- Where performance is satisfactory or above satisfactory, identify any incentives, rewards or recognition appropriate to acknowledge the achievement of goal.