



JUMBUNNA COMMUNITY PRESCHOOL AND EARLY INTERVENTION CENTRE INC.

St 6wd	PERFORMANCE MANAGEMENT AND REVIEW
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Applies to:
Specific responsibility:

Version:
Date approved: 9 Sept 2014

Policy context: 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.

Jumbunna is committed to ensuring that all staff:

- have a clear understanding of the work they are required to complete
- are clear about the organisation's expectations and requirements of their work performance
- are provided with adequate direction and support in their work
- perform their role to the best of their abilities
- are accountable for the quality and outcomes of their work.

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

PURPOSE

Supervision

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

The purpose of the staff performance review process is to provide a formal assessment of work performance over a longer period and:

- 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.

PROCEDURES

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.

Supervision sessions will be structured so as to enable the staff member and General Manager to:

- 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

Performance review

The 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.

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 other 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 into relevant work plans.

Review discussion

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

1. Review work goals

- Review the statement of duties 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.

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 counseling process has commenced, the General Manager will notify Management Committee 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 Management Committee representative
- Seek the approval of Executive Committee

DOCUMENTATION

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

Policy Name:	Performance management & Review	Policy Number:	
Date Approved:	24 August 2023	Approved By:	Board of Management
Date Issued:	31 August 2023	Review Date:	30 June 2025
Version 1.5	This version of the policy was approved 24 August 2023 and replaces the version approved 28 July 2022.		

