

5.14	PERFORMANCE MANAGEMENT AND REVIEW
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Applies to: All Staff
Specific responsibility: HECIS Co-Ordinator

Version: 1
Date approved: 24.5.16
Next review date: Aug 21

Policy context: This policy relates to	
Standards or other external requirements	
Legislation or other requirements	
Contractual obligations	

POLICY STATEMENT

HECIS 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.

It is integral to fostering an engaged and productive workforce, recognising and rewarding good performance, and managing underperformance.

HECIS 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 HECIS will take part in a regular supervision and in an annual formal structured review process.

HECIS Annual Performance Review process has been designed to provide a vital link between the HECIS Business Plan, its vision and guiding principles, and individual staff members.

This purpose of this policy is to ensure that a consistent approach is followed for conducting Annual Performance Reviews, and that job-related skill and knowledge, and employee competencies and behaviours, are evaluated and compared against set standards and business objectives.

Performance Plan

The Supervisor will develop a Performance Plan with the employee within one month of an employee commencing in a role.

The Performance Plan will outline the employee's goals and objectives for a 12-month period in line with the HECIS Business Plan.

Learning & Development Plan

Similarly, a Learning and Development Plan will outline the individual's development priorities of the following 12-month period, as well as reviewing the previous 12 months (where appropriate).

Annual Performance Review

Supervisors will conduct a formal Annual performance Review with each employee in Term 3 of the year. Progress reviews may be conducted more frequently throughout the year if required.

Periodic assessment and discussion of performance will be carried out throughout the course of the review period between the supervisor and the employee on an 'as needed' basis.

Performance Improvement Plan

Where an employee's performance has been identified as being below the standard required a Performance Improvement Plan is to be developed with the employee.

The Performance Improvement Plan is to have a set time frame for the plan and dates for review.

Where significant misconduct by an employee has been identified the Supervisor must proceed to action under the *Managing Unsatisfactory Work Performance policy*.

PERFORMANCE REVIEW PROCEDURES

RESPONSIBILITIES

It is the responsibility of the **Supervisors** to ensure they:

- familiarise themselves with the performance management system objectives and procedures
- set reasonable performance goals, standards and deadlines with employees
- consider reviewing and employee's role and changing it if workflow/caseload is becoming unmanageable
- inform employees about unsatisfactory work performance in an honest, fair and constructive way that allows for mutual discourse
- be objective and confidential when discussing sensitive issues
- ensure employee's position descriptions are up-to-date and reflect their current roles
- seek regular feedback from employees about their health and wellbeing
- provide employees with resources, information and training they need to carry out their work safely and effectively
- carry out their responsibilities according to this policy.

It is the responsibility of the **Employees** to:

- participate openly and honestly in planning and assessing their own performance objectives and receiving feedback from their Supervisor.

Performance Management and Performance Plan (Agreement)

A Performance Plan should be developed in conjunction with the employee within the first month of an employee commencing or during the Annual review process.

The Performance Plan is to be updated during every Annual Performance Review or as required throughout the performance year.

The Performance Plan should:

- outline goals and objectives for the following 12-month period
- be in line with the HECIS business plan
- be measurable allow accurate assessment
- include an agreement of what competencies are to be demonstrated in the role.

Development Plan

During the Annual Review process, or the first month of commencing employment, each employee should have a Learning & Development Plan established.

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The development plan discussion should review the individual's development over the previous 12 months (if existing employees only), and outline the individuals broad career directions and development priorities for the following 12 months.

The Supervisor should consider what skills, knowledge and competencies are required to achieve the objectives outlined in the Performance plan, and to close the gap on current and planned competencies.

Annual Review

Each year (in the 3rd term) the supervisors must complete an Annual Performance Review interview with each employee.

The **supervisor** must review the employee's performance against:

- his/her agreed performance objectives, targets and measures
- the agreed competency levels

The **employee** must complete a self-assessment of their performance, including any areas they would like to develop and any other comments they would like to add.

Staff will meet with their supervisor at least annually for a formal Performance Review session.

Staff may request informal consultation or direction from their Supervisor at other times, and the Supervisor will attempt to meet these requests within a mutually agreed time frame.

Formal Review sessions will be held in a location that provides privacy. Each staff member will be given a Staff Development Review/Plan prior to the meeting and asked to complete the relevant self-assessment.

Performance Improvement Plan

Where an employee's performance has been identified as being below the standard required a Performance Improvement Plan is to be developed with the employee.

The performance Improvement Plan will:

- set performance improvement objectives
- required outcomes
- strategies to meet the required outcomes
- supports to be provided to the employee to meet the required outcomes
- set a timeframe for the plan and review (interim and final if required)
- the responsibilities of the supervisor, employee and any other relevant parties
- consequences for not meeting the required outcomes
- include an agreement by the supervisor and employee

Where employees performance continues to be below the required standard required the Supervisor may proceed to action under the *Managing Unsatisfactory Work Performance policy*.

DOCUMENTATION

Documents related to this policy	
Related policies	Managing Unsatisfactory Work Performance
Forms, record keeping or other organisational documents	Performance Agreement (inc. Learning & Development Plan) Job Descriptions Performance Improvement Plan

HECIS: Performance Management and Review

Reviewing and approving this policy		
Frequency	Person responsible	Approval
Annually	HECIS Co-Ordinator	Management Committee

Policy review and version tracking			
Review	Date Approved	Approved by	Next Review Due
1	18.8.15	HECIS Co-Ordinator	Aug 2016
2	14.8.17	HECIS CoOrdinator	Aug 2018
3	3.9.18	HECIS CoOrdinator	Aug 2019
4	20.8.19	HECIS CoOrdinator	Aug 2020
5	15.9.20	HECIS CoOrdinator	Aug 2021

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