

HR1.4 Performance Planning and Review

Purpose

1. The 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.

Alignment with Practice Standards

1. Module 1: Rights and Responsibilities
2. Module 2: Provider Governance and Operational Management
3. Module 3: Provision of Supports

Legislative Alignment

1. Fair Work Act 2009

Key Responsible Executive

Chief Executive Officer

For More Support

Your People Manager

Policy Statement

1. SAVVY's Annual Performance Review process has been designed to provide a vital link between the organisation's Business Plan, its vision and guiding principles, and individual staff members. It is also designed to ensure that goals and objectives flow from the top of the organisation to the personal objectives of each individual. It is integral to fostering an engaged and productive workforce, recognising and rewarding good performance, and managing underperformance.
2. SAVVY's Performance Planning is focused around enabling, empowering and supporting employees and volunteers to deliver the highest quality of person centred support and care for participants. This means that:
 - a. Individual Performance Plans and their corresponding Development Plans are reviewed collectively by the Leadership team to focus on SAVVY's ability to deliver continuity of care
 - b. Plans and Annual Reviews are analysed collectively to identify gaps on organisational performance and opportunities for organisational performance
 - c. participant feedback and direction is integral to performance planning and review

- d. Performance Plans are underpinned by Development Plans for continuous employee development.
 - e. Performance Management is carried out with the intention to support, motivate and empower employees.
3. This Policy applies to permanent and part-time paid employees only. If requested, casual employees, volunteer workers and contractors can participate in and have access to the Support and Supervision process as outlined in HR1.12 Supervision and Support policy or informal review in order to obtain feedback regarding their position and performance.
 4. During the first month of an employee's commencement in a role, Managers will work with the employee to set expectations and understand alignment to SAVVY's goals and values. This Initial review and Expectation form (referred to as the 'Performance Plan') will outline the employee's goals and objectives for a 12-month period in line with the organisation's Business Plan.
 5. People Managers will conduct a biennial Performance Review with each employee within the first two months of the new financial year for the review period from 1st July to 31st August of the previous financial year (or specified period or time frame), and 1st January to 28th February as a Mid Year review. Additional progress reviews may be conducted on an informal basis more frequently throughout the financial year.
 6. Periodic assessment and discussion of performance will be carried out throughout the course of the review period between Managers and each of their employees on an "as needed" basis

Procedures

1. Responsibilities
 - a. It is the responsibility of the Chief Executive Officer (CEO) to ensure that managers and supervisors:
 - i. familiarise themselves with the performance management system objectives and procedures;
 - ii. carry out their responsibilities according to this policy.
 - b. It is the responsibility of Employees to:
 - i. participate openly and honestly in planning and assessing their own performance objectives and receiving feedback from their Manager or Supervisor.
 - c. It is the responsibility of the People and Culture Team to:
 - i. continually review and refine the performance management system to ensure it will support the achievement of the organisation's objectives, and which will fairly and consistently evaluate each individual's performance against these objectives;
 - ii. provide ongoing development of Managers' skills that are required to effectively conduct performance reviews;
 - iii. ensure that all Managers are aware of their responsibilities in the performance management process;
 - iv. provide ongoing support and guidance to Managers with performance management issues.
 - d. It is the responsibility of Managers to:
 - i. set reasonable performance goals, standards and deadlines with employees;
 - ii. consider reviewing an employee's role and changing it if workflow is becoming unmanageable;
 - iii. inform employees about unsatisfactory work performance in an honest, fair and constructive way that allows for mutual discourse;
 - iv. be objective and confidential when discussing sensitive issues
 - v. ensure employees' position descriptions are up-to-date and reflect their current roles;

- vi. seek regular feedback from employees about their health and wellbeing.
- vii. provide employees with the resources, information and training they need to carry out their work safely and effectively.
- e. It is the responsibility of the Board to:
 - i. complete the CEO's performance related activities, in line with expectations for managers
 - ii. the Board Chair is accountable for ensuring performance planning and review is completed.

2. Performance Management and Performance Plan

- a. The Performance Plan is designed to provide the opportunity to establish targets and goals (Indicators of Effectiveness) which provide a challenge to employees and which can be reviewed and modified in response to employee achievements.
- b. The Manager concerned should develop a Performance Plan 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 course of the financial or performance year.
- c. The Performance Plan should outline goals and objectives for the following 12-month period. It is each Manager's responsibility to ensure that these are in line with the business plan. Each objective should have targets and measures documented, to allow accurate assessment.
- d. The Performance Plan will also include an agreement of:
 - i. what competencies are to be demonstrated in the role
 - ii. what qualifications and registrations are to be demonstrated or maintained for the role
 - iii. supervision expectations to allow the manager to effectively measure employee demonstration of agreed competencies.
- e. Development Plan
 - i. During the Annual Review process, each employee should also have Development goals established. The Development goal discussion should review the individual's development over the previous 12 months, and outline the individual's broad career directions and development priorities for the following 12 months.
 - ii. The Manager 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.
- g. Annual Review
 - i. Each year in the first two months of the new financial or performance year, Managers must complete an Annual Performance Review meeting with their employees.
 - ii. The Manager must review the employee's performance against his or her agreed performance objectives, targets and measures, as well as performance against the agreed competency levels.
 - iii. The individual's agreed performance objectives and competencies should be reviewed against the set performance ratings.
 - iv. To ensure a degree of objectivity is apparent throughout the review process, members of the Leadership team will participate in Calibration meetings ahead of the Annual Performance Review meeting to align feedback and agree consistent ratings for employees.
- h. Performance Management is an ongoing process throughout the year. While an annual review will be completed each calendar year, ongoing performance management will supplement this process.
 - i. All employees providing direct participant support will have a minimum quarterly on-the-job Support and Supervision assessments by a team lead or supervisor. This is part of SAVVY's commitment to continuous quality improvement in support

provision, prevention of abuse, neglect and negligence, risk management and continuity of person centred care.

- ii. Performance conversations will range from informal coaching conversations to formal performance reviews related to specific incidents. These incidents may include:

- 1. Reports of abuse, neglect or negligence
- 2. Incident reporting
- 3. participant feedback
- 4. Changes to policies and procedures that result in changes to performance expectations, in particular those related to Workplace Health and Safety and participant Services
- 5. As part of a period of on the job coaching or supervision

3. Links to Salary Review Process

- a. The Annual Performance Review process will be linked to the salary review process.
- b. Employees will be rewarded on the basis of their contribution to the organisation, the requirements of their role and their relevant employment award through either an annualised salary adjustment (increase in base pay) or a one-off reward – e.g. bonuses, plaques, lunches, certificates, etc.

References to other SAVVY policies and external sources

- 1. HR 1.3 Induction and Orientation
- 2. HR 1.5 Learning and Development
- 3. HR 1.13 Probation Period

Summary of attachments

- 1. Nil

Version Control

- 1. 1 April 2023 - New Policy Creation
- 2. 18 August 2023 - Review of procedure and updated responsibilities