PERFORMANCE MANAGEMENT POLICY & PROCEDURES

Purpose

This document is designed to ensure Complete Business Solutions Australia (CBSA) has a transparent approach to managing staff performance management policies and procedures.

This includes the following programs and processes:

- Position Descriptions
- Performance Management – setting, reviewing and recording
- Professional Development – gaps and opportunities
- Grievance Procedures

Document Control

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Contents

Policies

1. Position Descriptions (PD)

- All roles have a PD which outlines the key job functions and responsibilities of the position.
- The PD must align to the organisations business plan and goals.
- The PD must be provided to employees at induction with the practicalities of performing the role articulated.

2. Performance Management

- Goood performance is best understood and achieved when it is captured as part of a communication process between an employee and their Manager.
- The Performance Management Plan (PMP) is the docment where this process is recorded.
- The PMPPP is used to capture the performance expectations for all employees.
- The performance expectations reflect the responsibilities of the employee's role and align to the organisations business plan and goals.
- Performance expectationas are broken down into measurable key performance indicators (KPI's).
- An employees must have a PMP plan.
- The line manager and employee set the PMP at the start of the year and review it twice throughout a year.
- The PMP allows for both the reporting manager and employee to provide an assessment and review againsts the performance expectations.

3. Professional Development

- Following each stage of the PMP process, professional development must be considered, discussed and implemented in order to address any skill gaps.
- Professional development may include any of the following:
  - Qualification courses
  - Skills based training
  - Mentoring
  - Buddying
  - In house workshops or training sessions etc.

4. Managing High Performance

- High performance refers to employees:
    - Consistently performing above their target KPIs
    - Modelling good performance and behaviour to the team
    - Supporting others in their achievement of their KPIs
- Employees who are consistently high performing should be rewarded with:
    - Formal recognition
    - Development opportunities such as formal training, career mentoring etc.
    - Work preference opportunities such as first choice of project work or tasks

5. Managing Underperformance

- Underperformance refers to employees:
    - Not performing their duties to the required standard
    - Displaying negative and/or disruptive behaviour
    - Failing to comply with organisation policies, procedures or directives
- Discussions with a Human Resource representative, the line Manager and the employee must be conducted and recorded to capture any underperformance identified.
- Employees are offered professional development to support them in addressing areas of underperformance.
- Where underperformance is continued and persistent, employees may need to continue their performance management, they may be issued a formal warning and eventually they may be dismissed.

6. Grievance Procedures

- Grievance procedures exist to provide employees with an avenue to escalate issues or conflict that arises from their employment relationship, including the PMP and Professional Development systems.

7. Staff Records

- All records in relation to a staff member, including PMPs, professional development plans, underperformance records etc will be held in a secure employee file.
- Each employee's file will be stored securely and treated confidentially on the organisational cloud-based storage system.
- Information will be kept and managed by Payroll in accordance with the organisation's Privacy Policy & Procedures.

Procedures
8. Position Descriptions (PD)

- Human Resources have a copy of the PD for all roles across CBSA.
- A copy of each roles PD may be requested from Human Resources via the email humanresources@CBSA.com.au
- If you feel that the PD for your role is not reflective of your responsibilities and/or the organisations business plan and goals, please email humanresources@CBSA.com.au, identifying the role your comments or concerns so that it may be reviewed and updated as needed.

9. Performance Management Plan (PMP)

- Managers and employees must schedule time to set and agree their PMP responsibilities and Key Performance Indicators (KPIs)
  - This should be done at the start of the financial year or at the commencement of the staff members employment
  - Some responsibilities and indicators are set relevant to the department and/or position the employee is performing
  - KPIs must apply the SMART goal system:
    - S = Specific
    - M = Measurable
    - A = Achievable
    - R = Relevant
    - T = Time based
- Managers and employees must set a review schedule for checking their performance against the expectations set in the PMP:
  - Formal meetings must occur at the start of the process, half way through the review period and again at the end of the review period.
  - Additional performance conversations should be incorporated into regular 1-1 catch ups and additional review sessions scheduled where specific performance feedback comes to light so that it may be addressed in a time sensitive manner.
- Before each formal meeting, the Manager must review the responsibilities and KPIs set in the PMP and complete an assessment of the employee's performance. Employee's should complete the same process based on self-evaluation.

- The Manager and employee then meet to discuss their assessments and agree on an overall assessment, identifying any areas for improvement, development or general underperformance.
- The Manager then updates the final review document for the period, the employee signs a copy and the Manager forwards this to Human Resources via the email humanresources@CBSA.com.au for filing.
- This cycle is repeated for each review period (annually).

10. Professional Development

- Any areas identified for improvement, development or underperformance in the PMP process must be discussed with a plan put in place to address them.
- Managers and employees must identify and agree opportunities to address the gaps in performance identified. They may consider the following development types:
  - Qualification courses
  - Skills based training
  - Mentoring
  - Buddying
  - In house workshops or training sessions etc.
- Where development options are unclear, Managers may reach out to Human Resources via the email humanresources@CBSA.com.au to get some advice in supporting their team members.
- Details of any professional development must be documented (including what, when, where etc) and agreed between the Manager and employee.

11. Managing High Performance

- To be classified as high performing, an employee must:
  - Consistently perform above their target KPIs
  - Model good performance and behaviour to the team
  - Support others in their achievement of their KPIs
- Managers must capture and document specific instances of the behaviour that has led to the employee assessment of high performing. This should be captured on the employees PMP.
- High performing employees should receive formal and public recognition in team/departmental meetings to celebrate achievements – this should be clearly distinguished from average performance or expected delivery against KPIs.

- High performing employees should be considered for career mentoring with senior management and/or formal training to support their career path.
- High performing employees should be identified to Human Resources so that they can be considered for opportunities across the organisation (should this be of interest to them).

12. Managing Underperformance

- Should an employee be considered underperforming, they must meet one or more of the following conditions:
    - They are not performing their duties to the required standard
    - They are displaying negative and/or disruptive behaviour
    - They are failing to comply with organisation policies, procedures or directives
- Managers must capture and document specific instances of the behaviour that has led to the employee assessment of underperformance.
- Managers should organise a meeting with the underperforming employee to discuss the situation.
    - The manager should advise the employee of the nature of the meeting so that they may prepare.
    - Employees should be invited to bring a support person to the meeting if they would like to.
    - A Human Resources representative should also be included in the session.
- During the meeting, everyone is encouraged to:
    - Articulate issues as they relate to performance outcomes
    - Allow everyone to speak and be heard
    - Work together to agree on a reasonable solution
    - Capture details of the solution including timelines
    - Document the meeting details and outcomes

NOTE: Where performance is not addressed in line with the agreed solutions captured in the meeting, the issue is escalated to Human Resources to work with the Manager and employee to determine appropriate warnings and disciplinary action.

13. Grievance Procedures

- Once notified of the complaint, the Manager will investigate the issue's merits.
    - The Manager will consult with a Human Resources representative and other relevant individuals, if necessary.

- Within five (5) working days of receiving the complaint, the Manager will complete the investigation and prepare a written response in the form of a grievance/conflict resolution plan.
  - Depending on the nature of the incident, it may take a more extended period during which all parties will be kept up to date.
- The Manager will forward a copy of the plan and a request that the employee sign and date the copy to confirm they have received the reply and agree or disagree with the plan of action.
- If the employee agrees with the recommended action plan, the Manager will send a copy of the signed reply to Human Resources for inclusion in the employee's staff file.
- Should the action plan not resolve the issue to the employee's satisfaction, the Manager will forward the complete file, including the grievance/conflict resolution request or complaint, documentation of relevant factual information, analysis of the information, conclusion, and the recommended resolution, to the General Manager.
- The General Manager will investigate any relevant issues in the file and forward a response to the employee, either concurring with the previous resolution or proposing an alternative solution.
  - The decision and recommendations made by the most senior executive will be final.
- The General Manager will send a copy of the signed reply to Human Resources for inclusion in the employee's staff file.

14. Staff Records

- Copies of all employee records should have the document type, followed by the employee name and the date of circulation or issue (using YYMMDD format), i.e. Jane Smiths Performance Management Plan as updated in her mid-year review could be "PMP_Jane Smith_200825.
- Copies of all employee records should be submitted to Payroll via the Payroll@CBSA.com.au email box.
- Payroll will save a copy of each employee's file on a securely cloud-based storage system.

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