

# **PERFORMANCE MANAGEMENT POLICY AND PROCEDURES**

## **Policy statement**

- To achieve the best outcomes for IRCA, it is important that every employee is supported to perform at their best and has a solid understanding of how their work contributes to the achievement of IRCA objectives
- Each staff member will have clarity concerning their performance expectations, receive regular feedback concerning their performance and have a formal means of identifying opportunities for training and career development
- Staff achievements are to be recognized
- A formalized and fair process is to be used for addressing under-performance

## **Performance management cycle and procedures**

### **Staff**

1. At the commencement of a new position, or at the commence of a performance planning cycle, staff will have a documented 'performance planning' discussion with their manager. This will include an agreed performance plan comprised of:
  - Position description and work goals and objectives across a period
  - Performance measures and targets
  - Identification of any relevant training and development activities

The purpose of this discussion is to establish a clear mutual understanding of how the staff member's role contributes to IRCA outcomes and objectives, clear expectations of the role's requirements and how performance against those requirements will be measured, and identification of any support required in achieving those goals and the staff member's career development.

2. Staff will have a formal mid-year review approximately 6 months from the start of the performance cycle. This review is a documented 2-way discussion between the staff member and manager to assess progress against work goals and performance targets. The discussion will:
  - Assess and measure progress against goals
  - Note progress and achievements
  - Discuss any modification of plans according to organizational priorities

- Identify any performance issues
3. Staff will have an annual evaluation documented discussion 12 months from the commencement of the performance cycle. This discussion will:
    - Be a '180 degree review' commencing with the staff member's self-assessment against their agreed performance plan
    - Provide the manager's independent evaluation of the staff member's performance
    - Provide an opportunity for the staff member or manager to request feedback on their performance from other team members
    - Provide an opportunity for the staff member to provide feedback to the manager concerning solutions or ideas that will enhance performance
  4. Staff and managers are encouraged to provide regular informal performance feedback throughout the performance cycle outside of formal discussion.

### **General Manager**

The General Manager will have:

1. A position description setting out the objectives of the General Manager position.
2. An annual appraisal discussion involving two board members and a staff member.

### **Managing underperformance**

1. If at any time the manager or supervisor feels that a staff member's performance is at risk of dropping below the standards required of their position, they will discuss their concern with staff member.
2. Where an initial discussion does not resolve the performance concerns, a formal discussion will be held and a performance improvement plan may be implemented.
3. A formal discussion will address what the performance issues are, it's impact, and any particular issues which may be impacting on performance.
4. A performance improvement plan will be a further documented discussion which addresses:
  - The standard required to be achieved
  - Strategies to achieve the standard required e.g., coaching, training
  - Timeframe for achievement
  - Monitoring and review arrangements

Version	Date adopted/revised	Endorsement/Description of change
1.	21/3/2016	General Manager Daniel Featherstone
	17/5/2016	Endorsed by IRCA Board

