

## PERFORMANCE MANAGEMENT PROCEDURE

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## 1. Purpose

APIC believes that performance management and review is an important component of supporting employee in their work, ensuring accountability for work performed and identifying the professional development needs of employee.

APIC is committed to ensuring that all employees:

- 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 and
- are accountable for the quality and outcomes of their work.

## 2. Guidelines

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

### 2.1 Supervision

The purpose of the regular supervision process is to provide accountability and direction for work completed within a period and:

- ensure that each employee member is completing agreed activities satisfactorily;
- identify any impediments to the satisfactory completion of tasks;
- identify any assistance, resources or professional development required; and
- reach agreements about work goals and performance for the coming period

### 2.2 Performance review

The purpose of the employee 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 employee 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 their manager's/supervisor's 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; and
- reach agreement on any specific goals to be pursued in the period following the assessment.

## 3. Procedures

### 3.1 Supervision

Employee will meet with their manager for a formal supervision session. Employee may request informal consultation or direction from manager at other times, and manager will attempt to meet these requests within a mutually agreed time frame.

Formal supervision sessions will be held in a meeting room that provides privacy.

Supervision sessions will be structured so as to enable the employee member and manager to:

- identify and agree on KPI/work plans or 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; and
- identify any professional development or training needs.

### 3.2 Performance review

The performance review is to be conducted by the employees' line-manager. It is their responsibility to schedule the review at a mutually convenient time.

#### 3.2.1 Timing

The first performance review will occur three months after appointment, then annually thereafter. More frequent reviews e.g. Quarterly or 6-month, may be held as agreed between the employee, manager/supervisor, Management and Human Resource Department.

#### 3.2.2 Review process

- The employee completes a self-appraisal.
- The completed self-appraisal is made available to the reviewer (Manager) at least 3 days prior to the review meeting.
- Managers prepare their own assessment comments for the review meeting.
- The employee, and 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.

#### 3.2.3 Review discussion

The line-manager will address the following in discussion with the employee:

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 employee, 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 employee.
  - Identify any resourcing or support required.
  - Identify any other action.
4. Agree goals for next twelve months (short period can be arranged if necessary).
- 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 employee 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.

#### 3.2.4 Documentation

- A record of the main discussion points and agreed actions is written at the meeting or immediately by Manager
- The record of discussion is reviewed by Manager and employee, 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 in HR Department
- The record is should be used as reference for the implementation of the agreed actions and for consideration of progress at the next review.

#### 3.2.5 Managing Poor Performance

If, as the result of a performance review, performance problems are identified, Manager and HR representative will implement the following steps:

##### 3.2.6 Formal counselling (first warning)

A meeting will be scheduled and the employee member informed of the reason. The manager will:

- Ensure the employee understands the objectives and serious nature of the counselling.
- Give the employee the opportunity to have an observer or union representative present.
- Identify and agree on reasons for non-achievement of goals.

- Clarify for the employee member why their performance is unsatisfactory and the possible ramifications.
- Discuss a plan of action to address the reasons.
- Provide them with the opportunity to respond.
- Set a timeframe by which the performance issues will be addressed. 6-8 weeks is recommended.
- Identify any further training and development needs necessary for the employee member to achieve the goals.

Document the interview including all agreed outcomes. Where a formal counselling process has commenced, the manager will notify the HR Manager.

### 3.2.7 Formal counselling (second warning)

If the performance issues have not been addressed within the agree time frame, the 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. 4-5 weeks is recommended.

### 3.2.8 Final warning:

If after the first and second warnings have been given and the performance does not improve then the Manager will schedule a final warning meeting. The purpose of this meeting is to clarify for the employee member that they are required to address the issues immediately and advise them of the options if they do not achieve the agreed goals. The Management or HR representative will be asked to attend this meeting.

### 3.2.9 Termination

The 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, Management and HR representative 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.

## 4. Document Change Control

Version	Change Description	Date	Author
1.0	Policy Review Cycle update	8 December 2016	Corinne Green