

## Performance Management Policy

### 1. Purpose

The clients of the services and programs offered by Inala Community House (ICH) expect workers to provide high quality, timely support and service delivery. ICH's Management and Board will seek to ensure that workers continue to provide quality services and programs in an efficient and effective manner through having clear performance management processes.

Performance management is a continuous process that spans the entirety of the workers members' engagement with ICH starting from their induction, through daily operations, to exiting the organisation. Performance management processes provide an opportunity to identify professional development needs and opportunities, recognise good performance and manage underperformance.

### 2. Scope

This policy applies to all employees of ICH. In some cases, this may also apply to volunteers, trainees and students. For the purpose of this policy, these persons shall be referred to as workers.

### 3. Definitions

**Professional Development:** Professional development refers to a range of activities and opportunities designed to enhance the professional knowledge and skill sets of a workers member for more effective undertaking of their current duties or role, or a potential future role which the workers member could reasonably be expected to undertake – such as a promotion to the next level. Professional development opportunities include, but are not limited to, training, conferences, short-term placement in other roles (inside or outside of ICH), online study (formal or informal), and further qualifications (certificate, diploma, degree, post-graduate courses).

**Service Manager:** A person whose nominated duties include supervising the allocation of workers to activities specified under a funding agreement or as otherwise specified by the Executive Officer. The Service Manager is responsible to the Chief Executive Officer (CEO) and the Board for the efficient and effective delivery of specified activities under a funding agreement or budget (in the case of services not under a government funding agreement), and for ensuring that service delivery is undertaken within budget and on a cost-efficient basis.

## 4. Policy

The goal of performance management shall be to provide a high level of service to clients in accordance with both the broader organisation and service delivery goals. In addition, this process shall aim to promote the importance of workers feeling supported and being empowered to succeed within their roles.

### 4.1 Performance Planning

Performance planning of workers is a process that begins with workers selection. New workers are recruited against key selection criteria which is based on the position description. Workers then undergo both organisational and service inductions to familiarise themselves with the workplace along with relevant policies and procedures.

New workers may have a probationary period which is a time for both the organisation and the worker to assess their engagement. During this period, ICH shall convey clear expectations regarding the position and shall monitor worker performance. This shall be communicated during the worker induction, supervision, day to day support as well as through Learning and Development Plans.

Learning and Development Plans will outline goals and objectives for a worker during a set period. These Plans should be in line with ICH's organisational goals and objectives and where possible, consideration should also be given to the workers career goals.

The day to day support from Managers and senior workers is critical in establishing performance expectations, identifying learning or growth opportunities and any relevant training requirements.

Performance planning will occur throughout the employment relationship either on an ongoing basis or as required and it may be formal or informal. This is based on multiple factors and is not a reflection of underperformance. The need for performance planning is determined with reference to factors such as the needs of the Service, any upcoming changes to the Service or the service environment, changes in the regulatory or best practice requirements, funding obligations, risk involved in the work and team development needs.

### 4.2 Supervision

All workers shall have ongoing supervision with a Manager, senior worker or an appropriate external party. Supervision shall occur in accordance with the ICH Supervision Policy.

Supervision includes both formal and informal processes and this may include but is not limited to supervision meetings and day to day support.

Supervision seeks to maximise the potential of workers through a collaborative process where worker performance is discussed, feedback is provided and where training needs and opportunities are identified.

#### 4.3 Performance Review

Managers or senior workers shall conduct a formal Annual Performance Review with each worker each year. This is a formal process which should build upon the supervision which has taken place previously. Progress reviews may also be conducted on an informal basis more frequently throughout the year.

#### 4.4 Workers Training and Development Funding

ICH recognises that training is a critical element to learning and improving core skills and knowledge. Funding available for each Service for professional development and training shall be determined as part of the annual budget process. The CEO shall advise Managers and senior workers of the annual amount as part of the advice provided on final budget outcomes as approved by the Board.

It is the responsibility of Managers and senior workers to ensure that the training needs of workers are met. Training needs and opportunities may be identified within service agreements, expected training within that service environment, annual performance reviews, supervision or Service staffing plans. Workers may also identify training opportunities and needs.

All training which is completed by workers, should be recorded on a Service Training Register.

#### 4.5 Workers Exits

Worker exits should form part of the performance management of workers. The focus of worker exits for any reason should be on ensuring that exiting workers are aware of the strengths and weaknesses they take to their next opportunity. If leaving ICH to take a new position, workers should be encouraged to take away the lessons learned at ICH and to continue to work on any issues identified by seeking opportunities for training and development in their new position. Likewise, workers exiting for family reasons or retirement should focus on what strengths, learnings and experience they can take into their next stage of life. Where a worker is exiting as a result of poor performance or behavioural issues, the focus should be helping the worker to identify their strengths in order to find a position which is better suited to their strengths and helping the worker to understand the reasons for any performance or behavioural issues which can be addressed before taking another position.

## 4.6 Responsibilities

The Board is responsible for:

- Undertaking the performance management of the CEO.
- Approving the percentage of employee wages to be set aside for professional development and training of workers.

The CEO shall be responsible for:

- Undertaking the continuous and annual performance assessment of Managers
- Managing performance issues which are identified in the continuous or annual performance processes pertaining to Managers
- Developing and monitoring the annual budget to ensure that estimated training and professional development expenses are within the approved budget

Service Managers and senior workers shall be responsible for:

- Undertaking the continuous and annual performance assessment of workers
- Managing workers performance issues
- Ensuring that funds provided for training and professional development are spent effectively for the purpose intended, and that maximum value for money is obtained for the funding available
- Ensuring that the agreed training and professional development opportunities identified in the individual workers annual performance reviews, and in the service staffing plan, are met
- Recording all training completed by workers on the appropriate Service Training Register

## 5. Review

This policy shall be reviewed every 2 years.

This policy remains in effect unless otherwise determined by resolution of the Board of Directors.

## 6. Related Documents

### Policies

ICH Performance Counselling and Discipline Policy  
ICH Supervision Policy  
ICH Code of Conduct

### Procedures

ICH Performance Management Procedure

## **Forms**

ICH Supervision Form Template  
ICH Performance Review Form  
ICH Learning and Development Plan

## **Other Documents**

ICH Client Service Charter  
ICH Child and Youth Risk Management Strategy  
Service Agreements