

The Paraplegic and Quadriplegic Association of SA Inc




Performance Management System Policy

STATEMENT

The Paraplegic and Quadriplegic Association of SA Inc. (PQSA) is committed to the effective performance management of all employees by supporting self-improvement and development of individual skills and knowledge, which, in turn, ensures optimal client service. The intent of the Performance Management System is to establish an holistic approach to Performance Management from recruitment to resignation, establishing uncomplicated procedures that are fair, equitable, can be understood by all and that develop a partnership of trust between managers and their employees.

The Association is committed to upholding the *Privacy Act 1988* (and Amended 2000) which provides guidelines on how organisations are to manage and use personal information and the principles and philosophies of the *Equal Opportunity Act 1984* (SA).

Approved by: 	Date: July 2013
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The Paraplegic and Quadriplegic Association of SA Inc.(PQSA) is incorporated under the *Association Incorporation Act 1985* (SA) and conducts its business through operating Divisions, namely Support Services and HomeCare+.

SCOPE

This policy applies to all PQSA employees.

DEFINITIONS

Best Practice - effective practices that contribute towards achieving desired outcomes.

Duty Statement –detailed and specific descriptions of what a role entails.

Employee – any person employed by the Association under a contract of employment in either a full, part-time or casual capacity or engaged as a volunteer in an unpaid capacity.

Equitable - open to all without systemic, hidden or apparent bias on the grounds of gender, race, disability, sexuality, age, marital status, pregnancy, potential pregnancy, breastfeeding, religious beliefs, medical record, criminal record or trade union activity.

Induction – A structured process which is intended to enable a new employee to understand how to do their job and how their role fits in with the rest of the Association.

Job Description – a document outlining the key duties, responsibilities and competencies that a role requires.

Performance Appraisal – an evaluation of an employee’s performance, usually done on a periodic basis.

Performance Management – is a process for establishing a shared [workforce](#) understanding about what is to be achieved at an organisational level.

Probationary Review – is a formalized discussion with an employee undertaken on a regular basis in the initial period of their employment.

RESPONSIBILITIES

Manager, Human Resources has responsibility for the operational management of the Performance Management System that will be achieved through the:

- ◆ Development and maintenance of a best practice framework in consultation with all levels of the Association;
- ◆ Provision of training, advice and coaching to managers/supervisors and employees;
- ◆ Undertaking of audit and compliance checks;
- ◆ Reporting on linkages to training and development initiatives.

Managers/Supervisors are responsible for implementing the principles of the Performance Management System in a fair and equitable manner by;

- ◆ Respecting and maintaining the confidential nature of all stages of the Performance Management System;
- ◆ Discussing with employees in advance the key competencies of their Job Description;
- ◆ Conducting Performance Appraisals in accordance with the criteria outlined in this policy;
- ◆ Setting clear and appropriate performance standards for specific duties;
- ◆ Recognising and acknowledging excellence in performance, i.e. “Going the extra mile”;
- ◆ Counselling individuals whose performance is below standard;
- ◆ Taking appropriate action when unsatisfactory performance fails to improve.

Employees are responsible for;

- ◆ Understanding how their role contributes to the achievements of the Association’s objectives;
 - ◆ Sharing responsibility for the development of their own performance and development plan;

- ◆ Actively participating in discussions regarding performance against agreed outcomes and ongoing self review of their performance goals and actions;
- ◆ Exploring and implementing strategies for continuous improvement through training and development;
- ◆ Exploring and accessing personal growth and development opportunities.

POLICY

Performance is determined by an employee's conduct and their capacity to fulfill the requirements of the position. An employee must have the necessary skills, knowledge, experience and qualifications to do the job and be prepared to behave in an appropriate manner – to follow instructions, not intentionally harm the business of the Association and use skill and care while working, in accordance with PQSA's Code of Ethical Behaviour.

PQSA's Performance Management System is fair, equitable and transparent, to support and promote good performance while dealing fairly with unsatisfactory performance. The Performance Management System will establish consistent standards for all employees and provide clear explanations of the relationship between performance appraisal ratings and outcomes.

PQSA acknowledges that planning and employee development are two (2) primary keys to improving individual productivity and organizational performance.

The Performance Management System aims to:

1. Provide a basis for building a shared understanding between manager/supervisor and an employee regarding the employee's role with PQSA and performance expectations.
2. Align the work of an employee with the values and objectives of PQSA. Ensure individuals understand how their performance is perceived against job requirements as set out in the employee's Job Description.
3. Provide an opportunity for employees to identify their on-the-job training needs and to devise, with their Managers/Supervisors, a plan to address those needs.
4. Identify training and developmental needs and opportunities for an employee.

PQSA is committed to supporting managers/supervisors in the effective management of their staff and to foster a positive and trusting environment that is conducive to high levels of performance and engagement.

The quality of the process will be ensured by:

- ◆ Adequate provision of training and mentoring for all participants;
- ◆ Provision of adequate resources;
- ◆ An annual review of the system by the Manager, Human Resources;
- ◆ Availability of conflict resolution strategies where the parties are not in agreement.

The Management System encompasses all areas of employment including:

Recruitment – recruiting will be a positive experience based on open communication in relation to process and job expectations. (Refer Recruitment Policy and Procedure).

Induction – Initial awareness of the Performance Management System is a function of the induction process; Managers/Supervisors must ensure that the new employee is formally briefed on the process prior to commencing.

Probationary Reviews – will be undertaken by Managers/Supervisors for all new employees in accordance with their Contract of Employment or Enterprise Agreement. Probationary Reviews are designed to assess the employee's suitability to undertake

their new role, to identify areas of concern that can be managed and mentored to ensure the employee is confident and has the skills to continue in their role.

Performance Appraisals – will be undertaken by Managers/Supervisors as directed by the Human Resource Department. The Performance Appraisal is designed to encourage open communication and to identify training or mentoring needs to encourage the employee to maintain a high commitment to the Association and develop within their role. The Performance Appraisal is not to be used to manage below standard performance.

Below Standard Performance issues occur when an employee is not performing their duties correctly and/or in a timely or accurate manner, or they are unable to perform their duties due to unforeseen work or personal issues. Managers/Supervisors will follow a set of procedures designed to support employees to gain the knowledge and skills required to perform their role or seek counseling to cope with personal issues impacting on their performance.

Exit Interviews – are based on Equal Opportunity Best Practice Principles and are designed to be non-threatening. Information collated from Exit Interviews is used by Management to improve systems and processes to help engage and retain employees in the future.

Record Keeping and Confidentiality – strict codes of privacy and confidentiality will be maintained by all employees involved in the collection, collation and management of personnel information.

Grievance Resolution - Should any employee believe they are disadvantaged or discriminated against by the incorrect application of any part of the Performance Management System, they may raise a dispute in accordance with PQSA's Grievance Policy and Procedures.

The employee Performance Management System Policy and the Standard Operating Procedures that accompany this policy are to ensure a fair and efficient process of employee performance management, according to the principles of the Equal Opportunity and the Privacy Act's.

RELATED LEGISLATION

- ◆ Fair Work Act 2009
- ◆ Privacy Act 1988
- ◆ Equal Opportunity Act 1995
- ◆ Workplace Gender Equality Act 2012

SUPPORTING PQSA DOCUMENTATION

- ◆ Recruitment Policy and Procedure
- ◆ Support Worker Induction Program Standard Operating Procedure
- ◆ Management and Internal Administrative Employee Induction Program SOP
- ◆ Probationary Review SOP
- ◆ Performance Appraisal SOP
- ◆ Below Standard Performance SOP
- ◆ Exit Interview SOP
- ◆ Code of Ethical Behaviour
- ◆ Confidentiality Policy
- ◆ Grievance Policy and Procedure
- ◆ Discipline and Termination of Employment Policy and Procedure

BREACHES OF THIS POLICY

A **breach** of this policy is grounds for disciplinary action, up to and including termination of employment. Ignorance of these procedures will not generally be accepted as an excuse for non-compliance. Only in extreme circumstances and where such ignorance can be demonstrated to have occurred through no fault of the individual concerned will PQSA accept such an argument.

DISTRIBUTION AND REVIEW

PQSA will ensure all persons engaged to provide services either paid or unpaid will be aware of this policy and will have easy access to it in an appropriate format. All policies are to be reviewed on a periodic basis or when legislation or government policy determines.