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STAFF PERFORMANCE REVIEW POLICY

SECTION 1 - INTRODUCTION

POSITION STATEMENT

FSG Australia (FSGA) believes in developing its staff by providing appropriate training and career development opportunities. FSGA aims to ensure that each individual staff member is performing to the best of their capabilities, in order to maintain a competitive, productive and safe work environment.

SCOPE

This policy applies to all FSGA paid staff, departments and programs. Volunteer performance is managed in accordance with the [FSG Australia Volunteer Manual](#).

DEFINITIONS

Line manager

A line manager is a staff member's immediate superior, who oversees and has responsibility for the staff member's work. A line manager may be a supervisor, but a manager at any level with direct responsibility for a staff member's work can be described as a line manager.

SECTION 2 – POLICY

PRINCIPLES

Performance management is approached in a proactive and ongoing manner. If there is improvement required regarding a staff member's performance, this is addressed as soon as possible. Managers must ensure that the staff they line manage clearly understand what is expected of them and ensure that they receive ongoing constructive feedback.

POLICY

2.1 Objectives

The objectives of performance management include the following:

- keeping staff informed about their performance
- providing a simple and consistent approach for managing performance across the organisation
- providing a framework for differentiating, recognising and rewarding staff performance
- identifying staff training and development needs.

2.2 Frequency of reviews

Each permanent staff member will be required to undergo a performance review annually, on the anniversary of their start date with FSGA. If a staff member has changed positions, the performance review will be completed on the anniversary of their start date with FSGA, not the anniversary start date of their new position. New staff will be reviewed prior to the end of their probationary period (3 months). Staff employed as foster carers only, will be appraised in accordance with the Department of Communities Child Safety Services requirements.

2.3 Casual staff from the FSGA casual pool will be reviewed at various times and by various methods. These will include phone contact to discuss job satisfaction, surveys and invitations to regular staff forums.

2.4 The performance review is not to replace daily feedback to staff but rather the aim is for it to complement the existing informal mechanisms.

2.5 The [Performance review form](#) (levels 1-5) or the [Performance review for senior managers form](#) (levels 6-8) is completed on the anniversary of the staff member's start date of their original position at FSGA. If a staff member changes positions within FSGA, the performance review is still due on the anniversary of the start date.

2.6 Performance reviews are recorded in PayGlobal when they are received.

2.7 The HR Service Manager sends out reminders to supervisors when performance reviews are due.

SECTION 3 - PROCEDURE

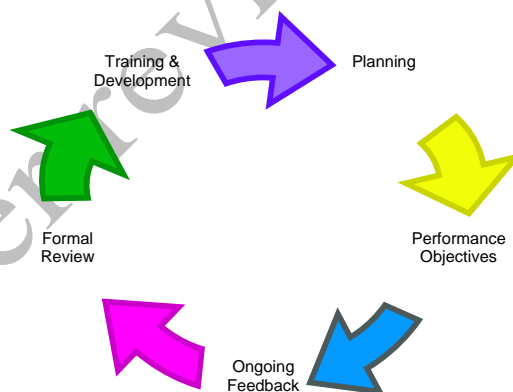
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3.1 Performance review procedure

It is the responsibility of the line manager, to ensure that the performance review is completed in conjunction with the staff member. This process involves the line manager and staff member in collaboration determining:

- ratings on performance areas
- action plans (which addresses improvement area e.g. training)
- key performance indicators (KPIs).

3.2 Overview of performance review process



3.3 Performance review grievances and complaints

If a staff member believes that they have not been treated fairly in their performance review they should raise their concern in accordance with [Workplace grievance and complaints policy](#).

3.4 Roles and responsibilities

- Line managers disseminate to relevant staff and review the [DSE & volunteer feedback form](#) to determine DSEs' performance and training needs. This form is completed annually or in response to emergent needs e.g. if there are any performance concerns.
- Line managers disseminate to relevant staff and review the [Line manager feedback form - mentee](#) to determine DSEs' (in the mentoring program) performance and training needs. This form is completed annually or in response to emergent needs e.g. if there are any performance concerns.
- The human resource department send to the staff member, and review the completed [Employee entry survey](#) to determine the staff member's satisfaction and training needs. This form is completed prior to 3 months employment with FSGA.
- Line managers record the outcomes of the performance review of paid staff levels 1 to 5 (excluding senior managers) on the [Performance review form](#).
- Line managers record the performance review of senior managers, levels 6 to 8, on the [Performance review for senior managers form](#).

Line managers should refer to the [Performance review form example](#) and Appendix A - Performance review guide for managers, for further information on completing performance reviews.

Roles	Responsibility
Staff	<ul style="list-style-type: none"> • Participate in the process and aim to continuously improve performance. • Attend any required training.
Line Manager	<ul style="list-style-type: none"> • Complete probation and annual performance reviews. • Send completed reviews to department manager, program manager or operational manager for approval. • Ensure that support or training identified in the performance review is implemented. • Recommend changes to pay, by completing Contract salary adjustment form in accordance with the Procedure manual for FSGA staff.

Roles	Responsibility
Department manager/ program manager/ operational manager	<ul style="list-style-type: none"> • Ensure that all performance reviews are completed by relevant line managers. • Complete performance reviews for direct reports. • Ensure continuous improvement is implemented in accordance with performance review outcomes. • Ensure that support or training identified in the performance review is implemented. • Approve any changes to pay in accordance with the Procedure manual for FSGA staff.
HR Department	<ul style="list-style-type: none"> • Assist line managers in the performance review process. • Send out reminders for overdue performance reviews • Advise the training department of any identified training needs. • Implement and finally approve salary adjustments. • Notify the finance department of salary adjustments and update PayGlobal.

3.5 Mentored staff

The following procedures apply to mentored staff.

Mentored staff:

- receive on-the-job training within structured environments i.e. they work under supervision
- are required to undertake the Certificate III in Disability
- are observed by workplace supervisors; these third party observations are used by assessors as evidence to assess the practical competence of the student
- progress is discussed at monthly mentoring panel meetings where they are categorized in one of three levels of competency i.e. level 1, 2 or 3.

3.6 First shift feedback

- When staff are deployed into a program for the first time, the Employee Liaison Person gains feedback from the new staff member's line manager by forwarding them a [DSE Feedback form](#).
- The sent and received dates are recorded on a spreadsheet and any concerns raised by the line manager are followed up with either further training or a referral to the HRP Team. All negative feedback is referred to HR Operations Manager.

3.7 Record keeping

Line managers are required to ensure performance management records are kept in accordance with this policy. In addition, records may also be kept of conversations with staff on the [File Note - employee record](#) and placed on the employee's file. Completion of Part 3 of the form is only mandatory if the record relates to disciplinary procedures as detailed in the [Workplace disciplinary policy](#).

SUPPORTING DOCUMENTATION**Forms and Record Management****Forms**

[Contract salary adjustment form](#)

[DSE & volunteer feedback form](#)

[Employee entry survey](#)

[File Note - employee record](#)

[Line manager feedback form - mentee](#)

[Performance review form](#)

[Performance review for senior managers form](#)

Related Material

[Child Safety Program Practice Manual](#)

[FSG Australia volunteer manual](#)

[HR Department Manual](#) (protected for use by approved HR staff only)

[Procedure manual for FSGA staff.](#)

[Workplace disciplinary policy](#)

[Workplace grievance and complaints policy](#)

Under review 16/8/10

SECTION 4 – GOVERNANCE**RESPONSIBILITY****Document Owner**

General Manager Support Services

Approval Status

Board/CEO

Reviewer Status

As delegated by document owner

STANDARDS**Community Care Common Standards**

Standard 1: Effective management

Human Services Quality Standards

Standard 1: Governance and management

Standard 6: Human resources

LEGISLATION*Child Protection Act 1999**Fair Work Act 2009***Control information****Last Reviewer(s)****review****Review due****Status**

1/5/09	Vicki Batten - CEO Claire Jordan – Operations Manager Service Support	1/5/11	Current
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APPENDIX 1 - PERFORMANCE REVIEW GUIDE FOR MANAGERS

The performance management process allows you to manage the performance of the staff member you line manage by:

- identifying areas for improvement
- recognising the value they add
- encouraging high performance standards
- creating action plans to develop the staff member
- setting targets for future performance.

The principles of performance management include, ensuring:

- clear and achievable expectations
- ongoing constructive feedback
- realistic conversations
- continual improvement and development
- fair and equitable recognition
- transparency in results
- organisational and personal career goals are aligned for mutual benefit.

This process is **collaborative**. You and the staff member you line manage will determine agreed ratings on performance areas, action plans and key performance indicators.

Performance management should be approached in an ongoing and proactive manner. If there is improvement required regarding a staff member's performance, this should be addressed as soon as possible. As a manager, you must ensure that the staff member you line manage clearly understands what is expected of them and ensure that they receive ongoing constructive feedback. There should be no surprises during the formal performance review.

The Preparation

It is important that prior to the performance review that you consider the following:

- previous performance reviews
- areas for improvement
- strategies to address improvement areas (i.e. training needs)
- the value the staff member adds and their achievements to be recognised
- any changes to their position description
- key performance indicators (KPIs) to be set for the next year
- measurement of previous KPIs.

The Process

It is important to discuss the purpose of the review with the staff member. Let the staff member know that it will allow for; development plans, targets and constructive feedback to be provided. Ensure that the staff member understands that the process is collaborative and designed to benefit them and the organisation.

When reviewing performance it is important to:

- build rapport and trust
- recognise and acknowledge contributions
- base ratings on facts and provide examples

- focus on behaviour, not personality
- ask for the staff member's opinion
- seek the staff member's help in problem identification and resolution
- ensure that the ratings, targets and action plans are developed in a collaborative way
- set specific, achievable and measurable goals
- reinforce positive behaviour and highlight areas of improvement in a constructive manner
- if there are areas for improvement, give specific examples, discuss why you believe the staff member needs to improve, why alternative behaviour is important and how the alternative behaviour can be achieved
- write comments against the performance ratings for future reference.

Key performance indicators (KPI's):

- are measured to assess the attainment of specific goals and objectives
- these should be goals that have minimal external influences (i.e. outside the individual's influence) and are set by the manager and the staff member
- should not represent those activities considered as part of the day to day job but rather those activities that will result in the achievement of organisational goals.

There is a tendency for managers to rate staff:

- above actual performance in order to avoid giving any negative feedback or
- rating them too harshly.

The goal is to have the most **realistic** rating for a staff member. Remember, highlighting areas for improvement does not mean a staff member is not performing. It means that areas need to be focused on to improve performance, which may mean training or practical experience within a particular area. A staff member will not improve their performance if they are unaware there are any issues with their performance.