

GUIDE TO EMPLOYEE PERFORMANCE AND SUPPORT POLICY TEMPLATE

ABOUT THIS POLICY AREA

This policy guides how the organisation monitors the performance of employees and provides them with support to carry out their work.

A written employee performance and support policy is required as part of meeting Standard 9 (Employee and volunteer support).

Standard 9 – employee and volunteer support

The organisation develops, implements and reviews procedures for how employee performance is monitored, managed, developed and supported.

Policy checklist

The following checklist will help you check that an existing policy covers this area adequately.

The policy should:

- explain how:
 - individual and/or team objectives are collaboratively established
 - individual and/or team performance is systematically reviewed and recorded, including timeframes and processes for review against agreed objectives
 - records of employee feedback processes including measures of staff satisfaction are to be kept
 - opportunities for enhancement of skills and knowledge are considered
 - allegations of misconduct or dishonesty are managed by the organisation
 - critical incidents are responded to
- contain clear procedures and actions
- indicate the timing of any actions
- show when it was approved
- show when it was last reviewed.

COMPLETING YOUR EMPLOYEE PERFORMANCE AND SUPPORT POLICY

Using the policy template

The template provides some example statements. You can adapt these statements and include them in your policy or write your own statements to better suit the operations and services of your organisation.

To customise the policy template, click on the shaded sections <<Insert text>> and insert the information that is specific to your organisation.

When you have completed the policy template, delete the shaded instruction sections such as: [Refer to the employee performance and support policy template guide for questions and/or examples to consider when customising this section.](#)

For further information on using the policy guides, refer to the information in *Using the policy templates and guides*.

Guidelines for each section of your policy

1. Purpose

When identifying the purpose of the policy, consider how it might apply to your employees and managers. Why is monitoring and supporting employee performance important for employees, employers and ultimately for clients? Do you need to make specific statements to ensure you are inclusive of particular groups, such as Aboriginal and Torres Strait Islander peoples, Australian South Sea Islanders, people from culturally and linguistically diverse backgrounds and people with a disability?

2. Scope

To determine the scope of the policy, consider the following questions:

- Does this policy apply to all your organisation's services and to all employees?
- Does the policy apply differently to different job roles? For example, do frontline or direct service roles have specific performance and support issues, and do managers and their teams have different needs?
- What internal and external factors influence performance standards?

3. Policy statement

If you are adopting the policy statement in the template, consider whether there are any additional commitments your organisation wants to make.

In identifying the actions your organisation will take to implement this policy, you should include the following:

- taking a collaborative approach towards setting relevant objectives for each employee (and/or team) and assessing their performance against these objectives
- using what you learn from regular employee performance appraisals to inform training and development planning.

4. Procedures

The procedures describe how your organisation achieves the aims and goals you have outlined in your purpose, scope and policy statement.

4.1 Employee Performance

In order to provide effective supervision of work, assess and maintain employee performance, and provide feedback to employees, it is important that the following are detailed in procedures:

- Relevant work objectives need to be established for each employee with their input and involvement. Work objectives should be closely related to the job role and the outcomes required in the team or service plan.
- Processes for assessing each employee (and/or team) should be formal, regular and refer closely to the agreed objectives.

- The employee should be given opportunities to comment on their own performance, whether in a written questionnaire, in discussion with their supervisor or manager, or in a formal interview.
- Records should be kept of what is discussed and agreed, and these should be entered on the employee's file.
- Agreed management responses to different levels of employee performance (whether this is poor, satisfactory, good or exceptional) need to be documented. For poor performance of conduct, these may include disciplinary action for misconduct or dishonesty, extending a probationary period or delaying promotion, restricting or changing the work role, offering specific training and support. For satisfactory or above-satisfactory performance, these may include offering incentives to improve performance and meet certain targets, extending the job role and increasing responsibility, awards and other forms of public recognition of excellence.
- Support strategies to enhance performance and build morale should be developed. These may include mentoring, peer support, staff social events, team-building exercises.
- The individual training and development plan should be adjusted to take account of needs identified during the appraisal process, focusing on areas that could be improved or where outstanding performance could enable the employee to play a mentoring and support role with other staff.
- Professional or clinical supervision may need to be made available to employees whose roles involve them in stressful incidents and to those who need a regular chance to discuss the effect their work has on them personally and on their capacity to do their job. This may be particularly important for staff in roles where they are providing direct service to clients with complex needs, those offering frontline service in an area of high demand, or those dealing with clients experiencing crisis, trauma or grief.

5. Other related policies and documents

List the other policies related to the employee performance and support policy. The policy should be linked to:

- employee recruitment
- volunteer selection
- employee and volunteer induction policy
- employee and volunteer training and development
- volunteer support policy
- dispute resolution for employees and volunteers policy.

6. Review processes

Consider how often the policy should be reviewed and the process for doing this:

- **frequency of review:** Most policies benefit from an annual review. The experience of implementing the policy is used to decide which changes are necessary. Consider reviewing your employee performance and support policy as part of an annual review of your organisation's employment and volunteer management policies, or, if your organisation is small, perhaps over a three-year period. Critical incidents may prompt you to review the policy ahead of schedule.
- **responsibility for the review:** In most organisations, the person accountable for human resource management would be responsible for reviewing this policy. In small organisations, this may be the coordinator or manager. In larger organisations, this may be a human resource or personnel manager.
- **process for the review:** Decide which particular staff, volunteers, external people and organisations will provide input to the policy review, and whether clients will be involved.

- **decision-making process:** Who will review draft changes to the policy and approve changes? What will be the timeframe for the review process?
- **documentation and communication:** What records of the policy review process are needed? How will changes to the policy be communicated to staff implementing the policy? In a small organisation, this may be as simple as noting the changes at a staff meeting. In a larger organisation, an email memo may be needed.
- **key questions for the review:** Is the policy being implemented? Are procedures being followed? Is the policy clear? What has changed that may prompt a change to the policy (for example, new accreditation standards or other funding requirements, new directions in the organisation, significant new pressures on the service)? Have particular stakeholders had difficulty with any aspect of the policy? Can their concerns be resolved? How does the policy compare with that of similar organisations?