

PERFORMANCE MANAGEMENT POLICY

Insight Early Learning (The *Company*) is committed to creating a work environment that maximises individual and team performance, values all staff members and helps to build our capacity to care and educate children enrolled within our services. The *Company* believes that effectively managing performance has significant benefits for our services, as it leads to inspired and enhanced performance from all employees. Performance Review meetings are viewed as an opportunity for employees to plan proactively for the year ahead.

PURPOSE

This policy will outline:

- The *Company's* performance expectations.
- The *Company's* approach to supporting employees to perform at the required standard; and
- The *Company's* process to effectively resolve and address underperformance through a fair and consistently applied process.

SCOPE

This policy applies to all employees, including educators, nominated supervisors and management.

Performance management plays an important role in linking employee performance goals and expectations through balanced feedback and reviews and helps meet organisational objectives.

Through performance reviews, management can acknowledge and identify the employee's strengths, talents and interests whilst supporting the diverse knowledge and skills each person brings to their role and Service.

At all times of the Performance Management process, confidentiality and sensitivity shall be maintained to a high standard.

Induction, Orientation and Probation program

Management will ensure employees undertake an induction and orientation program upon employment at the Service. Employees will receive a job description as part of their appointment of employment and this will assist in setting expectations and requirements of the position. Employees will participate in probationary meetings that are scheduled throughout the first six months of their employment. Feedback will be provided to the employee regarding performance and management will provide support and opportunities for setting professional development goals.

Performance Appraisals

Employees will participate in a Performance Appraisal every 12 months. Performance Appraisals are based on an employee's goals, objectives and an employee's self-assessment which is supported by the Annual Performance Appraisal form. Employees are required to complete this form and meet with their manager to discuss evidence to support their assessment.

The review process will assist employees to develop an understanding and expectation of their role, reflect on achievements and challenges and plan goals that may assist in accomplishing performance outcomes and expectations in the future.

Managing Underperformance

Appropriate management of underperformance plays a key role in the performance management process. It is the responsibility of line managers to identify and address any performance issues or concerns as soon as possible.

Performance matters may arise when an employee is unwilling or unable to:

- Meet the requirements of their job description.
- Meet the relevant quality standard.
- Follow workplace policies or procedures.
- Display positive behaviours at work that are not disruptive or detrimental to others.
- Be on time and without unexplained absences.
- Behave in a manner that is not perceived by others to be hostile, aggressive, harassing, or inappropriate.
- Act in a professional manner.

Management may review past performance appraisal forms or other performance management documentation to identify any previous performance or conduct concerns.

Where underperformance has been identified, Management will raise matter with the employee as soon as possible. All forms of performance management will be documented by the employee's manager with the support of the Human Resources team, if required.

Employees will be offered an opportunity to respond to the performance or conduct concerns and informed of expectations and performance standards required.

Depending on severity, underperformance may be addressed in any of the following forms:

- Documented conversation clearly outlining the areas for improvement and corrective actions required.
- Formal written warnings; and/or
- Participation in a Performance Improvement Plan.

Performance Improvement Plan

A Performance Improvement Plan will be developed with the employee outlining actions and goals to be implemented. Performance expectations and what is to be achieved over a specific period of time will be discussed and documented with the employee.

During the Performance Improvement Plan process the employee will be supported to address and resolve instances or patterns of underperformance or unsatisfactory behaviour.

If the employee has not taken reasonable steps to address or resolve their performance or unsatisfactory behaviour and the Performance Improvement Plan has not been followed, the employee will be advised of the next steps in the Performance Management process which may include:

- extension of the Performance Improvement Plan time frame
- provision of extra support, guidance or mentoring
- issuing of formal warnings and ultimately if the issue cannot be resolved, termination of employment.

A review of the Performance Improvement Plan is to be conducted to discuss the employee's progression and to provide feedback of the goals and outcomes set. If the employee is showing satisfactory improvement of the identified issue, the Performance Improvement Plan will be resolved, and processes implemented to ensure improvements will be maintained.

Serious Misconduct

Where there are allegations of serious misconduct or unacceptable behaviour, an employee may be stood down with full pay whilst an investigation is being completed.

Serious misconduct involves an employee deliberately behaving in a way that is inconsistent with continuing their employment. Any misconduct as defined under the *Reportable Conduct Scheme* will be reported in accordance with the relevant state or territory guidelines.

Performance Management Policy - VERSION 2.0

Reviewed 16/5/2023

Next Review date 16/5/2024

Termination of employment

If an employee's performance or behaviour does not improve to the required standard, termination of employment may be an option. Management are encouraged to seek the assistance of Human Resources in instances where termination of employment may be an outcome.

The *Company* will adhere to the Fair Work Act when terminating an employee's employment due to the engagement in 'serious misconduct'. A support person will be offered to the employee for all meetings to discuss the allegations of serious misconduct.

In all instances of termination, the manager or a representative from Human Resources are required to explain the reasons for the termination of employment and provide the employee with a letter explaining the terms of the termination of employment.

Employment notice periods will be determined in accordance with the National Employment Standards/relevant Award or the employee's contract of employment.

IMPLEMENTATION

Management/Nominated Supervisor will:

- follow the Performance Review Procedure for regular and systematic review of work performance and behaviour.
- ensure all employees comply with the Code of Conduct at all times.
- provide educators, coordinators and staff with a comprehensive Probation, Induction and Orientation program.
- provide all employees with a clear and concise job description upon employment.
- conduct performance review meetings with employees on an annual basis
- prepare accordingly before any Performance Review meeting with employees.
- set a mutually convenient time to meet and conduct the Performance Review
- provide feedback to each staff member articulating areas of strength and weaknesses and identifying new goals and/or Quality Improvement Plan (QIP) areas to be a focus of the staff member during the next 12 months
- be specific with any concerns or issues to be raised during performance related meetings
- develop and implement a Performance Improvement Plan with the individual employee and adhere to the Managing Staff Underperformance Procedure if required
- identify outcomes and appropriate goals to assist the employee to improve performance within an agreed timeline
- take appropriate action when performance does not meet the agreed outcomes and goals

Employees will:

- perform work to the standard as expected as identified within their job description
- participate collaboratively in annual Performance Review meetings as a condition of their employment
- address any concerns or issues regarding work performance and highlight areas for improvement or development

SOURCE

Early Childhood Australia Code of Ethics. (2016).

Education and Care Services National Regulations. (2011).

Fair Work Ombudsman: Best Practice Guide: Managing underperformance Best Practice Guide (2020)

Guide to the Education and Care Services National Law and the Education and Care Services National Regulations. (2017).

Guide to the National Quality Framework. (2017). (Amended 2020).

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Revised National Quality Standard. (2018).

Work Place Law <https://www.workplacelaw.com.au/posts/better-safe-than-sorry-best-practice-dealing-poor-performance>

Workplace Relations Act 1996 (Cth).

Victoria Government. Business Victoria. (2020). Review staff performance <https://business.vic.gov.au/business-information/staff-and-hr/staff-management/review-staff-performance>

NATIONAL QUALITY STANDARD (NQS)

QUALITY AREA 4: STAFFING ARRANGEMENTS		
4.1	Staffing arrangements	Staffing arrangements enhance children's learning and development.
4.1.2	Continuity of staff	Every effort is made for children to experience continuity of educators at the service.
4.2	Professionalism	Management, educators and staff are collaborative, respectful and ethical.
4.2.1	Professional collaboration	Management, educators and staff work with mutual respect and collaboratively, and challenge and learn from each other, recognising each other's strengths and skills.

QUALITY AREA 7: GOVERNANCE AND LEADERSHIP		
7.1.3	Roles and responsibilities	Roles and responsibilities are clearly defined, and understood, and support effective decision-making and operation of the service.
7.2	Leadership	Effective leadership builds and promotes a positive organisational culture and professional learning community.
7.2.3	Development of professionals	Educators, co-ordinators and staff members' performance is regularly evaluated, and individual plans are in place to support learning and development.

EDUCATION AND CARE SERVICES NATIONAL REGULATIONS	
82	Tobacco, drug and alcohol-free environment
83	Staff members and family day care educators not to be affected by alcohol or drugs
84	Awareness of child protection law
117B	Minimum requirements for a person in day-to-day charge
117C	Minimum requirements for a nominated supervisor

168(2)(i)	Policies and procedures are required in relation to a code of conduct for staff members
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RELATED DOCUMENTS

Annual Performance Appraisal form Child Protection Policy Child Safe Environment Policy Code of Conduct Policy Dealing with complaints Policy (staff) Privacy and Confidentiality Policy	Professional Development Policy Recruitment Policy Responsible Persons Policy Staffing Arrangements Policy Work Health and Safety Policy
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REVIEW

POLICY REVIEWED		NEXT REVIEW DATE	May 2024
Modifications	Policy reformatted Policy reworded to make it clear.		
February 2022	New policy DRAFT		
June 2023	Policy reworded to: <ul style="list-style-type: none"> • outline HR support • set clear expectations around managing underperformance and performance appraisals. 		