



Performance Management and Development Policy

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Context

Performance management and development provides a framework to value our staff and provides a working environment that acknowledges their contribution and builds capacity to ensure organisational effectiveness.

Objectives

To optimise and improve performance in line with operational and strategic objectives, the Performance and Development Policy aims to:

- Enable employees to embrace professional accountability for their practice and enables openness to performance feedback;
- Monitor and measure progress and outcomes;
- Set high standards through goal setting aligned to improvement priorities;
- Support constructive behaviours aligned to organisational values;
- Promote collaborative processes which support growth, development and improvement;
- Build capability aligned to current and future needs;
- Promote and protect personal wellbeing;
- Build employee engagement.

Values

The Performance Planning and Development Policy is underpinned by:

- A responsibility to align employee efforts and contribute to improvement plans;
- Fair and equitable improvement and accountability processes which are adopted;
- Mutual respect and constructive two-way feedback which underpin professional relationships;
- Recognition and appreciation for the contributions of individuals and teams;
- Ongoing personal and professional development that is aligned to improvement priorities which is supported irrespective of career stage or goals;
- Regard for each individual and how the workplace may impact on them.

Performance Expectations

There are four essential components to formal one-on-one planning and review conversations:

- *Outcomes* – to be achieved and agreed upon to provide clarity on individual contribution, and are aligned to improvement priorities;
- *Behaviours* – that help or hinder performance are discussed and strategies are established which enhance effectiveness;
- *Development* – activities are agreed upon to facilitate achievement of work and career goals;
- *Wellbeing* – considerations are discussed and support strategies are explored in order to maximise engagement and effectiveness.

Process

- i. Employees will work with the Principal/CEO to establish an annual performance and development plan.
- ii. Documented annual performance and development reviews must occur from the date of the established performance and development plan and be recorded utilising the appropriate template.
- iii. Whilst the Principal/CEO is responsible for leading and supporting their employees through the performance and development process, responsibility may be delegated to emerging leaders with the agreement of the relevant parties.

Roles and Responsibilities

The Principal/CEO will:

- Guide, support, coach and develop employees through meaningful and regular performance conversations;
- Establish and maintain processes that provide performance planning, professional learning and accountability for each employee;
- Maintain written records relating to employee performance with appropriate regard to confidentiality;
- Ensure that performance and development processes are conducted in an ethical manner with appropriate cultural sensitivity and confidentiality;
- Observe the professional practice of employees and provide authentic feedback openly and respectfully with employees;
- Clarify minimum performance expectations and appropriately intervene to address a failure by an employee to meet those standards;
- Recognise and celebrate employees' contributions;
- Measure performance against agreed expectations;
- Address unsatisfactory performance or behaviours;
- Review the effectiveness of performance and development practices;
- Have consideration for employee workload when establishing and reviewing performance and development plans;

- Establish performance and development plans with new employees, or employees new to roles;
- Ensure that systems, processes or agreements that relate to performance and development are consistent with the provisions outlined in this policy.

Staff Members are expected to:

- Participate positively and actively in performance and development processes, and relevant training and development requirements;
- Identify performance objectives that contribute to personal and organisational goals;
- Seek and receive feedback openly and respectfully with colleagues;
- Critically reflect on their own performance and identify relevant improvement goals;
- Be accountable for the performance expectations and behavioural standards that relate to their role/duties;
- Share learning and practice with others;
- Contribute to a safe and supportive work environment that supports their own wellbeing and that of their colleagues.

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Performance Review**

Name of person being reviewed	Review Date	Reviewer's Name(s)

TARGET FOR 20_ _	RESULTS ACHIEVED TO DATE

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RATE YOURSELF (O = Self-assessment. X = Manager's assessment)	Needs Improvement	Satisfactory	Good	Excellent
Meeting or exceeding expectations				
Credibility with others and anticipating their needs				
Building and maintaining good relationships with staff				
Communication and coordination with clients				
Decision making				
Giving and accepting open/honest feedback				
Learning from mistakes/criticism				
Ability to prioritise				
Taking responsibility				
High personal / professional standards				
Promoting professional image of FCLS Incorporated				
Dealing effectively with conflict				
Building morale/team spirit – having fun				
Celebrating team accomplishment /success				
Managing pressure/stress				
Seeking opportunities for personal growth				
Accepting change and adapting quickly				
Managing time effectively				
Knowledge of the services delivered by FCLS Incorporated				
Ability to facilitate a group				
Ability to delegate and follow up				

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What do you believe your strengths are?

What areas of your performance do you believe need to be improved?

What have been your major successes since joining FCLS Incorporated?

What are your frustrations as far as your professional environment is concerned?

How could the organisation support you more/better?

What are your future plans and goals?

What professional development do you believe you need?

How would you, if at all, change your current job description? (Please attach more pages if space is insufficient)

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ADDITIONAL SKILLS REQUIRED TO ACHIEVE TARGETS

JOB SKILLS	ACTION PLANS TO ACQUIRE SKILLS	OUTCOME
REVIEWERS COMMENTS		
EMPLOYEE'S COMMENTS		
EMPLOYEE'S SIGNATURE:	PRINCIPAL/CEO SIGNATURE	DATE: