

# Performance Appraisal Policy

## // About this document

### **Policy purpose:**

This policy and procedure outlines the responsibilities of Plan2go employees and their managers when engaging in performance appraisal processes. Plan2go's policy is that each member of staff will be appraised on a regular basis, and that an exchange of views will take place between job holders and their immediate manager. The summary of the appraisal meetings is intended to be a fair representation of the dialogue and it is to be referred to as a working document throughout the forthcoming year.

The benefits of the appraisal in terms of improved communication and improved performance both for the individual and for the organisation will only be achieved by the continuous commitment of all those involved in the appraisal process.

### **Policy content:**

1. Procedure
  - 1.1. General issues
  - 1.2. Preparing for the performance appraisal
  - 1.3. Conducting a productive performance appraisal
  - 1.4. Follow up on objectives and actions agreed

### **Policy authority:**

This policy reflects the rights and responsibilities of individuals as outlined in the following:

- *Equal Opportunity Act 2010 (VIC)*
- *Racial and Religious Tolerance Act 2001 (VIC)*
- *The Fair Work Act 2009 (Cth)*
- *Sex Discrimination Act 1984 (Cth)*

This policy has been authorised by the Captain in Charge.

### **Policy application:**

This policy applies to all employees of Plan2go.

### **Expected update frequency:**

Yearly

**Policy location:**

<http://plan2go.nctafe.edu.au/assets/intranet/Crew-Folders/People-and-Culture-Crew/Professional-Development/Performance-Appraisal-Policy.pdf>

## // Document control

Version	Description	Date modified	Author
1	Initial policy	3/04/2009	Tobias Ukestock
2	Annual review of policy	4/05/2010	Tobias Ukestock
3	Annual review of policy	13/06/2011	Tobias Ukestock
4	Annual review of policy	12/06/2012	Tobias Ukestock
5	Template and branding update	26/11/2012	Justin Hart
5.2	Annual review of policy	13/07/2013	Tobias Ukestock
6	Annual review of policy	6/08/2014	Tobias Ukestock

# 1. Procedure

## 1.1 General issues

Conduct the appraisal meetings from the senior management level downwards to communicate the organisation's strategic and operational objectives more effectively.

- Send out individually addressed appraisal and preparation forms to managers.
- Performance appraisal is to be conducted organisation-wide at set intervals.
- New employees are to be evaluated at one (1) month and/or three (3) month and/or six (6) month depending on their probationary period and then bi-annually or annually.
- All other employees are to be evaluated on an annual basis.
- The line manager of the employee is to conduct the performance appraisal and must have been the employee's line manager for at least 60 days.
- The Plan2go Performance appraisal form for the relevant position must be used.

## 1.2 Preparing for the performance appraisal

### 1.2.1 CLARIFY JOB REQUIREMENTS AND PERFORMANCE OBJECTIVES

To ensure that every member of staff is clear about current job requirements and has a relevant set of performance objectives, the following steps are to be taken:

- Ensure there are relevant performance standards
- Ensure employees have access to, and an understanding of, the standards
- Base the standards on detailed, up-to-date job analysis

Ensure performance objectives:

- relate to the success of the job
- are based on work performance and objective outcomes
- differentiate between successful and unsuccessful workers
- are partially in control of the person being appraised
- communicate performance expectations and feedback to the employee
- accurately reflect performance and performance variations
- recognise the realities of the work to be performed
- are observable
- draw on a clear, well-written position description



- are acceptable to all parties.

### 1.2.2 MAKE THOROUGH PREPARATIONS FOR THE APPRAISAL MEETING

- Review the employee's job description to ensure that it is still accurate
- Read the employee's last performance appraisal to refresh your memory on key points and to identify the areas of improvement and areas still requiring emphasis. Check the employee's actual performance against mutually agreed goals
- Gather all relevant information, e.g. consult with other managers who have had contact with the employee in the performance of the job
- Plan and prepare for the appraisal meeting, using the Performance appraisal form as a guide
- Notify the employee well in advance of the appraisal meeting and ask the employee to prepare for the appraisal meeting. Provide guidelines for the employee
- Allow adequate time for the appraisal meeting
- Give the employee a copy of their Performance appraisal form before the appraisal so they understand the type of questions that will form part of the appraisal meeting process.

## 1.3 Conducting a productive performance appraisal

The content of the appraisal meeting will vary according to job type.

### 1.3.1 OPENING

- Prepare your information and approach in advance
- Keep an open mind before the meeting, despite any other evidence
- Build rapport with the employee
- Explain the purpose, process and results of the appraisal meeting to settle the employee and define what will be discussed
- Discuss the job situation in general terms and encourage the employee's comments

### 1.3.2 DISCUSS PERFORMANCE

- Go through the performance appraisal point by point
- Highlight good performance, using specific examples, especially performance that required significant effort
- Follow a structure to gain relevant performance information



- Give the employee an opportunity to raise issues and provide examples of performance
- Consider and examine the employee's goals and ambitions and establish action plans if appropriate
- Ensure the employee's goals and ambitions are realistic and that they are aligned with organisational goals
- Discuss areas of poor performance frankly, use specific examples and be straightforward
- Stick to job performance issues and avoid discussion of personality
- Be prepared for emotional reactions and try to bring the employee back to performance issues
- Ensure any serious disagreement about performance comes to a mutual understanding without a rating 'in the middle' – show you understand the employee's position and make sure you record any disagreement in the performance appraisal form
- Note any new skills, abilities or interests not previously known about the employee.

### 1.3.3 CLOSING AND PLANNING AHEAD

- Ensure the employee understands when the appraisal is complete and make sure there are not issues or concerns outstanding. Give the employee the opportunity to clarify this in the appraisal meeting
- Review the points made and summarise them
- Summarise points of disagreement and plan to follow up on them
- Reassure the employee of your interest in their progress and explain that you are available to discuss the situation later, if necessary
- Establish an action plan/personal development plan for the employee
- Set a date for review of progress to ensure follow up
- Complete the Performance appraisal form and ensure both the appraiser (manager) and employee sign the form. If the employee refuses to sign the Performance appraisal form then make that notation in their signature space
- Communicate the appraisal information to sections that require it, e.g. People and Culture Crew
- Make three copies of the completed Performance appraisal form. Keep a copy for yourself (manager), give a copy to the employee, and provide a copy to the People and Culture Crew for inclusion in the employee's file.



## 1.4 Follow up on objectives and actions agreed

Implement any commitments made in the appraisal interview, including any:

- further training and development arrangements
- further investigations, monitoring or evaluation
- requests for transfers or reassignment
- short-term reassessment.

Prepare any training and development plans, with emphasis on employee self-development, including:

- development objectives
- steps in development
- resources required
- timetable
- employee and manager comments.

Refer to, and review, the completed Performance appraisal form and action plan.

