



*Central Highlands Association of Neighbourhood Houses*

# Performance Management and Discipline Policy

## Document Control

<b>Policy Title:</b>	Performance Management and Discipline		
<b>Policy Number:</b>	HR002	<b>Version Number:</b>	2
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## Relevant standards, legislation and other documents:

- Incorporations Act
- Victorian Human Rights Charter
- DHHS Service Agreement Information Kit

<b>Definitions:</b> (define key terms)	
CHANH	Central Highlands Association of Neighbourhood Houses
DHHS	Department of Health and Human Services
Members	Neighbourhood Houses (represented by managers and committees of management) funded by DHHS within the Central Highlands area
CoM	Individuals representing member houses in CHANH Committee of Management
Staff	Any person employed by CHANH or volunteering at CHANH
Executive Team	CHANH President, Vice President, Treasurer and Secretary

### Central Highlands Association of Neighbourhood Houses

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Performance Management	
Discipline	

## Policy Declaration

The CHANH recognises that achievement of vision for our organisation depends on leading and supporting staff success by planning, negotiating and communicating expectations and outcomes.

### Purpose:

This policy defines CHANH’s approach to performance management and discipline of CHANH staff.

### Owner:

This policy is the responsibility of the Executive Team and must be ratified by the CoM.

### Application:

This policy is implemented by any person(s) responsible for performance management or discipline of CHANH staff.

## Policy Rationale

Our staff are our most vital resource. By defining expectations and establishing boundaries through performance management, and, when appropriate, discipline practice, CHANH builds relationships which support staff to success in delivering our goals and achieving our purpose. Any performance management activities conducted by CHANH are:

- A consistent, clear and fair process for all staff
- Be scheduled a head of time to allow consideration and contribution by the individual staff person
- Focus on results and outcomes, with a strong link between the staff person’s goals, their position description and the CHANH Strategic Plan
- Identify and communicate goals, including training and other requirements for success
- Include a review of the staff person’s position description and its accuracy, and update if necessary
- Provide an opportunity for the staff person to feedback to the manager on what support they need to be effective in the workplace

# Procedures

## Performance Management

- Clear Position Descriptions are provided to all staff on appointment. These are reviewed as part of the performance and updated these when and if deemed necessary.
- Individual Goal Performance Plans are created annually, developed in partnership with individual staff members, based on their Position Descriptions and the CHANH Strategic Plan actions. These outline the staff member's goals, objectives and individual development priorities for a 12-month period. Consideration should also be given to the individual's long term career objectives. made:
  - Within one month of appointment
  - Every 12 months after appointment
- Staff are provided with ongoing and timely feedback regarding performance.
- Staff are provided with the opportunity to respond to and learn from compliments and complaints, as per the Feedback, Compliments and Complaints Policy.
- Executive Team, subcommittee or individual delegated by the Executive Team, and staff member create a Goal Per
- Performance appraisals are conducted by the Executive Team, or a delegated committee member, reviewing the progress of individual staff members against their Goal Performance Plan. These are completed:
  - Three months from establishment of the first Goal Performance Plan
  - Six months from establishment of the first Goal Performance Plan
  - Within one month of the anniversary of staff appointment each year

### Performance appraisal process:

1. Criteria for review are agreed on using the staff person's position description and areas of responsibility. Usually these are established at the end of the performance review for the next period.  
Measurements for review should also be identified and defined- simple is best, i.e. Exceeds Expectations, Satisfactory, Needs some improvement, Highly satisfactory.
2. Recognition of significant actions, duties or contribution the staff person has undertaken outside the previously identified goal performance plan is included in the review discussion.
3. Concerns and difficulties should also be identified, as well as suggestions for training or possible improvements.
4. Staff person uses criteria to review and appraise their own work.
5. The appraiser completes a review of the staff person's performance using the criteria.

6. Staff person and appraiser meet to discuss the results of the separate reviews. Discussion should unpack differences in assessment and identify successes as well as challenges. The results of the discussion will form the basis of the work plan and appraisal criteria for the next 6-12 months.
7. Staff are supported to identify and address shortfalls in skills and experience through training and mentoring opportunities.

## **Complaints**

Matters relating to complaints or grievance procedures will follow the process outlined in the Feedback, Compliments and Complaints Policy. If the complaint is successfully resolved no disciplinary action is required. However, if the complaint is not resolved the Executive Team may determine performance counselling or disciplinary action is required.

## **Performance Counselling**

Where a staff member is falling below performance expectations the CHANH will respond to support the staff member to understand and rectify the issue(s). Efforts to improve performance will be made to apply a non-punitive approach providing support and guidance, not criticism, to the individual. In the event that disciplinary action is required the Executive Team, or a delegated committee member, will commence performance counselling with the staff member to:

- Find the cause of the conduct or performance problem
- Work with the staff person to develop an action plan for improving the identified poor performance and/or conduct; and
- Gain the staff person's commitment to the plan whereby the performance and/or conduct is improved.

Upon completion of the performance counselling session(s), the manager must:

- Document the performance counselling session in writing with both parties signing a copy of the record to reflect a true and accurate reflection of the outcomes achieved in the session (In instances where the staff person refuses to sign a copy of the record, the reason for the refusal must be documented);
- Follow up the counselling session with an agreed date to review the staff person's progress;

- Place a copy of the performance counselling documentation on the staff person's file; and
- Remove the documentation after period of 12 months, providing that the performance issue has been successfully resolved

## **Disciplinary Action**

When it becomes clear that performance counselling has failed to correct a performance and/or conduct related issue, or where a staff person has clearly breached their obligations there is a requirement for CHANH to undertake formal disciplinary processes.

When disciplinary procedures are employed, the Executive Team, or the delegated committee member must:

- Treat every case on its own merits.
- In making recommendations, be guided by their knowledge of the staff concerned and the advice from a relevant authority (e.g. Jobs Australia).
- Look at dismissal of the staff member.

Performance counselling and/or disciplinary action must take place prior to any decision regarding termination. To be certain that a fair and impartial process has been followed when disciplining a staff member, the following guidelines must be adhered to:

- The staff member must be given the opportunity to discuss and respond to performance issues.
- The staff member will be given appropriate support to resolve such performance problems in accordance with CHANH and legislative requirements in a prompt manner.
- If a staff member's performance does not improve to the required standards or the issue is not successfully resolved, then it is possible the final outcome may be termination of employment.

## **Related Organisational Policies and Procedures:**

- Continuous Improvement Policy
- Privacy Policy
- Feedback, Compliments and Complaints Policy

- CHANH Strategic Plan
- Goal Performance Plan Template
- Performance Appraisal Template
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## **Responsibilities**

### **Executive Team:**

- To implement and monitor policy

### **Members:**

- To implement and execute policy
- To participate in policy reviews as required

### **Staff:**

- To implement and execute policy
- To maintain records as required
- Participation in policy review as required

## **Breach of Policy**

A breach of this policy may result in disciplinary action up to and including termination of employment.