**Oyster Harbour Catchment Group Inc.**

**Staff Performance and Management Policy & Procedures**

**Document Number:** OHCG 002

**Custodian:** OHCG Inc. Chair

**Relates to:** All OHCG Staff and Contractors

**Adoption Date: 28th November 2019**

**Next Review: August 2022**

**Version:** 2

### INTRODUCTION & PURPOSE

The Staff Performance and Management Policy relates to the Oyster Harbour Catchment Group Inc. (OHCG) and, where relevant, operates in conjunction with other policies relating to minimum standards of behaviour and conduct and staff employment contracts or employment agreements.

The Staff Performance and Management Policy aims to ensure that:

* The employee has the required documentation and support to enable them to feel secure and well guided in their role. This includes provision and maintenance of an employment contract, job description form (JDF) and workplan. Further, the policy provides for various support and reporting mechanisms to ensure that the staff members, their supervisors and the OHCG maintain a high level of communication about OHCG operations and projects to ensure the health, wellbeing and reputation of the staff and the OHCG.
* All employees have clearly understood realistic and measurable goals and objectives in the form of a workplan and that these align to the organisation’s strategic plan;
* All employees receive the appropriate feedback, guidance and support they need to carry out their roles;
* All employees are provided with the opportunity to provide feedback to their supervisor regarding issues that may be impacting on their work performance and the OHCG at large;
* The OHCG implement a Performance Appraisal and Professional Development review process at least annually with each staff member, allowing for employee and employer performance to be assessed and an opportunity for further development be provided;
* The OHCG can assess project management to ensure OHCG are delivering on their contracts and arrangements with various stakeholders, and
* Employee contributions and achievements are recognised and celebrated.

### COMMENCEMENT OF POLICY

OHCG undertakes to regularly review this policy to take account of changes in legislation, activities, services and products. As a result of this review, changes may be made to this policy from time to time and all employees and contractors are required to comply with those changes. Versions and revisions will be recorded as set out in Clause 12.

### SCOPE

The policy applies to all employees, including contract employees, of the OHCG, collectively referred to as “staff”.

### DEFINITIONS

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| *Duty Statement and Job Description Form (JDF)* | Document developed for each staff position which outlines the position, the supervisor, the role and responsibilities, allocated projects, key project deliverables and additional activities of the position.  |
| *Employment contract or employment agreement* | A contract/ agreement between the employee (staff) and employer (OHCG) outlining the terms and conditions of employment.  |
| *Performance Appraisal and Professional Development process* | Provides OHCG supervisors and staff a framework within which they can review performance, set goals and develop skills and knowledge, in a fair, consistent and co-operative manner. |
| *Staff* | Any paid employee or contract employee of the OHCG. |
| *Performance Appraisal and Professional Development Form*  | A form to be used to guide formal professional development and performance review processes.  |
| *Management Committee* | The Management Committee of the OHCG as elected at the organisation’s Annual General Meeting and as documented in the minutes of such.  |
| *Policy*  | This Staff Performance and Management Policy. |
| *Supervisor*  | A designated representative of the OHCG Management Committee Executive (an Office Bearer) which is referred to in the staff member’s JDF.  |

### GENERAL PRINCIPLES

1. Compliance with this policy, and its supporting standards, practices, procedures and guidelines, are a requirement of all staff, the OHCG Management Committee and the OHCG Chair.
2. The OHCG recognises the importance of a work environment which actively promotes continual improvement and development.
3. The Management Committee of the OHCG recognises that the performance of the organisation is dependent on the performance of the employees and the skills, knowledge and experience that they bring to their roles and develop within their roles.
4. The OHCG believes that each employee needs a clear understanding of what they are required to do and how their actions play a part in the achievement of the components and strategies that go into creating the strategic plan.
5. The Management Committee believes that work performance is at its most effective when employees have clearly defined work objectives, goals and milestones to meet and that the lines of communication are open. Additionally, opportunities should be identified to develop new skills and knowledge that will benefit both the organisation and the employee. The committee is also committed to ensuring that employee contributions and achievements are recognised and valued.
6. While undertaking the Professional Development and Performance Review process, all employees and OHCG Management Committee representatives are required to behave in a professional manner conducive with the OHCG’s codes of conduct.
7. Formal (through the Performance Appraisal and Professional Development process) and informal feedback (through staff meetings, OHCG committee meetings and day to day management of staff) is to be encouraged to build a culture of openness and support within which goals can be set and achieved. The OHCG and its staff can then cooperatively strive to maintain the high standards that the OHCG stakeholders expect of the group.

### POLICY REQUIREMENTS AND PROCEDURES

1. **Employment Contracts**

## The OHCG operates under the WA state industrial relations system. OHCG contracts/ agreements are currently Common Law Agreements between the two parties (the employer and employee) and are not registered with the Western Australian Industrial Relations Commission. The OHCG may look to develop Employer-Employee Agreements which can be registered. The contracts must remain compliant with:

## *Industrial Relations Act 1979,*

## *Minimum Conditions of Employment Act 1993,*

## *Long Service Leave Act 1958,*

## *Public and Bank Holidays Act 1972,*

## *Children and Community Services Act 2004,*

## *Superannuation Guarantee (Administration) Act 1992,*

## The OHCG has a well-established template for employment contracts. It is critical for both parties that staff are *always actively contracted*  and that clauses relating to the review of the contract and minimum lead times on discussion of subsequent contracts are adhered to (as per the contracts). The contract sets out all information relating to the employment including; period of employment, duty statements, remuneration, hours and place of work, leave provisions, entitlements, the professional development – performance review and management process and termination.

For further information and to check and maintain compliance, contact Wageline (WA state system authority): [www.dmirs.wa.gov.au](http://www.dmirs.wa.gov.au) or phone: 1300 655 266.

1. **Job Description File**

All staff are to be provided with a JDF which outlines the position, supervisor details, identifies allocated projects, key responsibilities and deliverables and any special conditions. It is critical that this information is provided to the employee and forms an appendix to the employment contract.

1. **Workplan**

All employees shall develop and maintain a workplan for their position in specific relation to the projects they have been assigned with the assistance of their supervisor and/ or the project working group. Many projects are linked to funding sources which require a detailed workplan be developed as part of the project submission. It is the responsibility of the staff member to maintain the workplan and report against it where required. The workplan will provide further detail than the JDF and staff are required to report against their workplan.

1. **Project Working Groups**

The OHCG may from time to time develop project working groups to steer projects. The membership of this working group is at the discretion of the OHCG Management Committee with input from the staff members. The staff member will be an important part of the project working group and in the main will execute decisions and actions that arise from the project working group. All project working group meetings shall be recorded and distributed to members of the working group.

1. **Staff Meetings**

All members of staff shall seek to meet at least once per month. The meeting shall include in the supervisors and staff members. These meetings are designed to share information, including issues and successes with projects, as well as any team and office facility discussions. Any issues arising at staff meetings shall be referred to the Chair.

1. **Management Committee Meetings and Reporting**

All staff are required to submit a written report (template will be provided) to the Management Committee when they convene a meeting (monthly, except for December and January). The report will outline progress against project and staff deliverables and identify any issues and successes to the management committee. The staff member is also encouraged to make requests and recommendations through their report at the Management Committee meetings where these matters can be discussed and ratified for action.

1. **Performance Appraisal and Professional Development Process**

The Performance Appraisal and Professional Development review process is a process based on open dialogue and is supported through the use of the Performance Review and Professional Development Form. The process follows a series of steps that have been designed to lead the supervisor and employee through a series of discussions that will result in clear and measurable objectives, goals and milestones being set. The process will also uncover any changes or amendments that need to be applied to the role JDF as well as the identification of training and development needs. The receiving and giving of feedback is also an integral part of the process and an important cultural feature that the committee want to see develop. Clause 7 outlines the process of the Performance Review and Professional Development review.

### PERFORMANCE REVIEW AND PROFESSIONAL DEVELOPMENT REVIEW PROCESS

## To ensure that the Performance Review and Professional Development review process is fair for the organisation, supervisor and staff, the following process is to be applied;

1. Employees will be provided with the opportunity to receive feedback and engage in discussions about performance and development on a regular basis through their nominated supervisor.
2. All employees will participate in a formal Performance Review and Professional Development meeting at least once per year at a period of the year deemed appropriate by the Chair, or by the request of the staff member. The review meeting will be conducted for the purpose of reviewing the role and the related JDF, reviewing and evaluating objectives, goals and milestones, clarifying expectations, identifying development opportunities and setting new objectives, goals and milestones. The performance review will be based on a valid and objective assessment of performance.
3. The process occurs as per the following set out herewith:
4. 2 weeks prior to Performance Appraisal meeting: Chairperson, or designated representative, contacts staff member about approaching Performance Review and liaises with the staff member to organise an appropriate meeting date. Current JDF, employee contract, the Performance Appraisal and Professional Development Form and all relevant projects are made available/ provided to both parties.
5. 1 Week prior to Performance Appraisal meeting: Chairperson and staff member complete the Performance Appraisal and Professional Development Formseparately prior to the meeting.
6. At the review meeting: Use the Performance Appraisal and Professional Development Formto guide the review, ensuring all steps are addressed. Set date for next review meeting, agree on a timeframe for form to be signed off.
7. At the review meeting, the supervisor will guide the review process using the Performance Appraisal and Professional Development Form, ensuring all steps are addressed and that the process and discussion is documented.
8. Information discussed during the Performance Appraisal and Professional Development Review processes will remain confidential between the supervisor and the staff member, unless there is a requirement for it to be provided to another person with a legitimate need to know.
9. Recommendations and changes to levels and salary will be made to the OHCG Management Committee by a recommendation by the Chair. It is important to note that salary and level ranges may be determined by funding arrangements and limitations imposed by third party contracts.
10. The criteria against which merit based and performance-based salary increases, and level increases will be assessed are (note the following criteria are separate from annual CPI related increases):
* The designation and the JDF of the role will dictate the levels and salary ranges within which the role can be remunerated.
* Length of tenure in a role can be considered as part of a reason for an increase in level and salary however will not automatically lead to an increase without meeting other criteria. Length of tenure can be considered on a twelve-monthly interval and no earlier. Once a role reaches the top of the range for a level and salary the limit of remuneration has been reached (excluding CPI increases).
* Recommendations where high performance has occurred, but issues related to discipline or code of conduct breaches have been identified or raised will need to be investigated on a case-by-case basis.
1. Following the performance review, notes will be prepared and must be circulated to and reviewed by all parties whereupon they will then be signed and stored in the employee’s personal file in a secure and confidential manner.

### ROLES AND RESPONSIBILITIES

To ensure this policy is effective, all staff and supervisors have a role to play, along with the OHCG Management Committee and the Chair specifically, in establishing the appropriate performance, feedback and goal setting culture. The following responsibilities have been set to ensure the success of the process.

1. **OHCG Management Committee**

The OHCG Management Committee are responsible for:

* Leading the development of an organisational culture consistent with performance review and development, continuous improvement and valuing employee achievements and contributions.
* Modelling of high standards in all areas of leading and managing people.
* Ensuring all staff are actively contracted and provided with contracts and JDFs.
* Ensuring that an effective Performance Review and Professional Development review process is developed and implemented, as guided by this policy.
* Ensuring that Performance Review and Professional Development review process is conducted in a fair and respectful way.
* Acting on recommendations in a fair, compliant, consistent and timely manner; especially regarding recommendations relating to the employees’ tenure, level and salary.
* Demonstrating commitment to the process by participating in it.
* Ensuring that all employees are provided with adequate support and training in performance review and development.
* Ensuring that employees are familiar with this policy.
* Development and implementation of relevant procedures to support the implementation of this policy.
* Monitoring compliance with the policy within their teams and/or areas of responsibility.
* Monitoring and reporting any costs associated with the administration of this policy and procedures within their teams and/or areas of responsibility.

## OHCG Chair

The OHCG Chair is responsible for:

## Supporting a workplace culture that provides regular feedback, performance development and continuous improvement.

* Ensuring that each staff member for whom they are responsible has a current JDF, or equivalent.
* establishing work objectives, goals and milestones in consultation with employees for whom they are responsible.
* Conducting a formal Professional Development and Performance Review process for each employee for whom they are responsible, at least once per year.
* Conducting Professional Development and Performance Review activities in a fair and respectful manner.
* Following through on all agreed outcomes or actions arising from the Professional Development and Performance Review process.
* Making recommendations on any changes to the level or salary of the staff member.
* Providing regular informal feedback and opportunities for the employee to seek feedback or update their JDF.
* Undertaking all supervisory and leadership tasks in a professional and conscientious manner.
* Ensuring that employees are provided with the level of resources needed to undertake their role and achieve their objectives, goals and milestones.
* Attending training to be able to undertake a formal Professional Development and Performance Review process, or any other training or professional development to assist in managing staff.
* Managing under-performance in a fair and timely manner.
* Ensuring the Professional Development and Performance Review process is fully documented, accepted and signed by the staff member.

## OHCH Staff

OHCG Staff members are responsible for:

* Undertaking work in a professional and conscientious manner consistent with their role requirements, JDF, workplan and/or Performance and Goal Planning Form.
* Participating in the process co-operatively and in good faith.
* Seeking and being receptive to feedback.
* Demonstrating commitment to their own development with completion of planned activities.
* Taking a proactive approach to the clarification of work objectives and standards of performance.
* Raising issues that impact on performance and identifying changes to work practices that may be required and taking a solution focused approach to problems, impediments or barriers to performance.
* Maintaining confidentiality.

### DISCIPLINARY ACTION

The OHCG staff employment contracts outline a process for disciplinary action through the implementation of a warning system by the OHCG, except in the case of gross misconduct (eg: animal cruelty, alcohol or drug use in the workplace, dishonesty, theft or fraud and actions that impact on the reputation, financial viability and/or the productivity of the organisation) by the employee, which will result in immediate termination of employment. The warning system is as follows:

1. A first written warning will be provided to the employee to let them know that an action or behaviour carried out by them was not in accordance with the agreement and expected work conduct. Direction will be provided by the Chair regarding how to remedy and correct the employees conduct and/or actions.
2. In the event the employee fails to improve their conduct and/or actions a second written warning will be provided along with further instruction.
3. If the employee fails again to remedy and correct their conduct and/or actions, a third and final written warning will be provided, and this agreement and the employment will be terminated immediately.

### DISPUTE RESOLUTION

The OHCG staff employment contracts outline a process for disputes and grievancesin relation to staff performance and management, which is as follows;

1. In the first instance, where a dispute arises, the parties must meet to work out a way past the issue and attempt to settle the dispute.
2. In the second instance, a third-party arbitrator will be brought in (as nominated by a Justice of the Peace) to settle the matter.
3. The costs of arbitration will be split equally by the employee and employer.

### COMPLIANCE WITH THIS POLICY

1. Failure to comply with this policy, and any resulting breaches will be treated as a serious matter and may result in disciplinary action including termination of employment or (for contractors and sub-contractors) the termination or non-renewal of contractual arrangements.
2. If there is anything contained within this policy which is unclear, staff members are directed to the OHCG Chair for clarification.
3. OHCG reserves the right to vary, replace or remove any of the procedures and policies outlined in this policy at any time. In such an event, all staff shall be informed of the changes.

### POLICY VERSION AND REVISION INFORMATION

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| **Policy Number:** | OHCG002 |
| **Policy Title:** | Staff Performance and Management Policy |
| **Current version:** | 2 |
| **Policy Authorised by:** | Heather Adams, OHCG Inc. Chair  |
| **Title:** | Staff Performance and Management Policy  |
| **Original issue date:** | 28th November 2019 |
| **Policy Maintained by:** | OHCG Secretary |
| **Reference Document/s:** | * South Coast Natural Resource Management, Governance Guide, Version 4, June 2019.
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| **Approved by:** | OHCG Inc. Management Committee |
| **Approval date:** | 26th August 2021 |
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| **Review date:** | August 2022 |

### WORKPLACE PARTICIPANT ACKNOWLEDGEMENT:

*I acknowledge:*

* *Receiving the Staff Performance and Management Policy;*
* *That I must comply with the policy and that there may be disciplinary consequences if I fail to comply, which may result in the termination of my employment or contract for services.*

## *Signed:*

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| --- | --- |
| Name: |  |
| Signature:  |  |
| Date:  |  |