

## Performance Management Policy of Marcoola Surf Club

### 1. Purpose and Application

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- 1.1 Marcoola Surf Club ('the Club') is committed to ensuring all employees strive to achieve their highest level of performance in all areas. As such, the Club is committed to managing employee performance in a timely and effective manner and ensuring the process is fair and consistent.
- 1.2 The Club endeavours to provide employees and managers with guidance and support on the processes which are to be followed when dealing with employee's unsatisfactory performance.
- 1.3 This document sets out the policy for managing performance in the workplace, the responsibilities and procedure that have been established to give effect to the policy which applies to all employees of the Club.
- 1.4 The purposes and aims of this policy are to:
  - a) Assist managers to identify and address concerns about an employee's performance and/or behaviour, in order for the employee to reach and maintain a satisfactory standard of performance;
  - b) Explain the responsibilities and obligations of managers with regard to the performance management process; and
  - c) Provide employees with a clear understanding of their responsibilities with regard to the performance management process.

### 2. Scope

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- 2.1 This policy applies to all employees, including full-time, part-time, fixed term and casual employees of the Club.

### 3. Definitions

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- 3.1 **Manager** may include the employee's direct supervisor, duty manager, human resources manager, club manager or someone who has management responsibility for the employee.
- 3.2 **Performance Appraisal** is the process of identifying, evaluating and developing the work performance of employees to help achieve the goals and objectives of the Club.
- 3.3 **Performance Improvement Plan (PIP)** is the process of developing a plan to assist employees with improving unsatisfactory performance and meeting expectations of the Club.
- 3.4 **Performance Review Meeting** is the process of meeting with the employee to assess their performance in accordance with the required outcomes of the PIP.

### 4. Roles and Responsibilities

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- 4.1 It is the responsibility of employees to:
  - a) Carry out duties and responsibilities with due competence and care in accordance with the requirements of their position description and letter of appointment;
  - b) Demonstrate and be accountable for their performance in relation to the implementation of individual and Club goals;

- c) Participate in Performance Appraisals and Performance Improvement Plans consistent with this policy as required; and
- d) Participate in appropriate and related professional development as required.

4.2 It is the responsibility of the Manager to:

- a) Ensure employees' position descriptions are up-to-date and reflect current positions and the relevant duties;
- b) Provide frequent support and feedback to employees;
- c) Identify and document performance issues and performance management discussions;
- d) Set reasonable performance goals, standards and deadlines with employees;
- e) Provide employees with the resources, information and training they need to carry out their work safely and effectively; and
- f) Assist in the identification of and participation in appropriate and related professional development as required.

## **5. What is Unsatisfactory Performance?**

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- 5.1 An employee's performance is unsatisfactory when they fail to meet identified reasonable standards of performance relevant to the employee's position and role.
- 5.2 Unsatisfactory performance can cover a wide range of performance issues, including the quality of an employee's work, whether the employee is being performed within reasonable timeframes, compliance with Club rules, procedures and policies and the employee's behaviour and attitude towards their work.

## **6. Frequent Communication**

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- 6.1 Unsatisfactory work performance will be addressed when it arises to provide you with support and assistance to improve performance at the earliest opportunity. Managers will endeavour to frequently meet with all employees to provide feedback and discuss performance.

## **7. Performance Appraisals**

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- 7.1 You may be expected to take part in Performance bi-annually.
- 7.2 Performance Appraisals will be conducted by your Manager. The Manager may seek feedback from other people who work with you or someone who you have undertaken work for in order to inform at the Performance Appraisal.

- 7.2 During the Performance Appraisal, your Manager will provide you with a constructive, timely and honest appraisal of your performance in light of your position description.
- 7.3 Any documents and/or notes taken during the Performance Appraisal will be kept as an employment record on your file at the Club.

## **8. Performance Improvement Plans**

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- 8.1 If it is determined that aspects of your performance require improvement, you may be required to take part in a Performance Improvement Plan (PIP).
- 8.2 The PIP will:
- a) provide clear evidence of the performance concerns to be addressed;
  - b) include clear, objective and measurable job performance expectations and support mechanisms;
  - c) assign responsibility of each requirement to the appropriate person;
  - d) confirm the length of the PIP (usually 8 weeks) and schedule review meetings (usually fortnightly); and
  - e) advise of possible outcomes should you fail to meet performance expectations, specifically disciplinary action which may include termination of employment.
- 8.3 A copy of the PIP will be provided to you and a copy will be kept as an employment record on your file at the Club.
- 8.4 As part of completing the PIP, you may be required to take part in further formal training.
- 8.5 You will be responsible for achieving the performance objective outcomes that are outlined in the PIP by the final review date.

## **9. Performance Review Meetings**

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- 9.1 Once the PIP has been developed, your Manager will monitor your performance and provide you with constructive and timely feedback during Performance Review Meetings to assess whether your performance has improved employee has improved and/or whether you are meeting expectations and goals as outlined in the PIP.

## **10. Consequences of Unsatisfactory Performance**

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- 10.1 If you do not meet the required performance outcomes by the completion of the PIP, it may result in disciplinary action being taken against you, including but not limited to the following:
- a) Verbal warning;
  - b) Written warning;
  - c) Demotion; or
  - d) Termination.

## **11. Disputes Arising from a Performance Management Meeting**

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- 11.1 If you feel that the feedback you have received from your Manager has been unduly negative, or if you dispute the assessment of your performance then you should discuss your concerns further with your Manager to determine the reasoning for the feedback, and if possible you should provide evidence for their views.
- 11.2 If you are unable to resolve your concerns in this way, you may wish to raise a grievance in line with the Club's Grievance Policy.

**Last reviewed:** Jun 2022