

PERFORMANCE REVIEW POLICY

1. Introduction

Cancer Wellness Support (CWS)'s Annual Performance Review process has been designed to provide a vital link between the organisation's Business Plan, its vision and guiding principles, and individual staff members. It is also designed to ensure that goals and objectives flow from the top of the organisation to the personal objectives of each individual. It is integral to fostering an engaged and productive workforce, recognising and rewarding good performance, and managing underperformance.

This Policy applies to permanent, fixed-term and casual paid employees only.

2. Purpose

The purpose of this policy is to ensure that a consistent approach is followed for conducting Annual Performance Reviews, and that job-related skills and knowledge, and employee competencies and behaviours, are evaluated and compared against set standards and business objectives.

3. Policy

During the first month of an employee's commencement in a role, Managers will work with the employee to develop a Performance Plan which will be updated during the Financial Year Period. The Performance Plan will outline the employee's goals and objectives for a 12-month period in line with the organisation's Business Plan.

Similarly, a Training and Development Plan will outline the individual's development priorities for the following 12-month period, as well as reviewing any for the previous 12 months. Consideration should also be given to the individual's long-term career objectives.

Managers will conduct a formal Annual Performance Review with each employee within the first two months of the new financial year for the review period from 1st July to 30th June of the previous financial year. Progress reviews may be conducted on an informal basis more frequently throughout the financial year.

Periodic assessment and discussion of performance will be carried out throughout the course of the review period between Managers and each of their employees on an "as needed" basis.

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PERFORMANCE REVIEW PROCEDURES

1. Responsibilities

It is the responsibility of the **Chief Executive Officer (CEO)** to ensure that managers:

- familiarise themselves with the performance management system objectives and procedures;
- carry out their responsibilities according to this policy.

In particular, it is the responsibility of the **CEO** to:

- provide ongoing development of managers' skills that are required to effectively conduct performance reviews;
- ensure that all managers are aware of their responsibilities in the performance management process;
- provide ongoing support and guidance to managers with performance management issues.

It is the responsibility of **Managers** to:

- ensure employees' position descriptions are up-to-date and reflect their current roles;
- set reasonable performance goals, standards and deadlines with employees;
- consider reviewing an employee's role and changing it if workflow is becoming unmanageable;
- inform employees about unsatisfactory work performance in an honest, fair and constructive way that allows for two-way discussions;
- Be objective and confidential when discussing sensitive issues
- seek regular feedback from employees about their health and wellbeing;
- provide employees with the resources, information and training they need to carry out their work safely and effectively.

It is the responsibility of **Employees** to:

- participate openly and honestly in planning and assessing their own performance objectives and receiving feedback from their Manager.

It is the responsibility of the **Board and CEO** to:

- continually review and refine the performance management system to ensure it will support the achievement of the organisation's objectives, and which will fairly and consistently evaluate each individual's performance against these objectives;

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2. Annual Performance Review

Each year in the first two months of the new financial year, Managers must complete an Annual Performance Review interview with their employees.

The Manager must review the employee's performance against his or her agreed performance objectives, targets and measures.

3. Performance Plan

The Performance Plan is designed to provide the opportunity to establish targets (Indicators of Effectiveness) which provide a challenge to employees and which can be reviewed and modified in response to employee achievements.

The Manager concerned should develop a Performance Plan in conjunction with the employee within the first month of an employee commencing or during the Annual Review process. The Performance Plan is to be updated during every Annual Performance Review or as required throughout the course of the financial year.

Employees should initially draft their own Performance Plan and then arrange a discussion with their Manager so that the Plan can be agreed and finalised to comply to CWS template.

The Performance Plan should outline goals and objectives for the following 12-month period. It is each Manager's responsibility to ensure that these are in line with the Business Plan. Each objective should have targets and measures documented, to allow accurate assessment.

4. Training & Development Plan

During the Annual Review process, or after six months of commencing employment, each employee should have a Training & Development Plan established. The Training & Development Plan discussion should review the individual's development over the previous 12 months, and outline the individual's broad training and development priorities for the following 12 months.

The Manager should consider what skills, knowledge and competencies are required to achieve the objectives outlined in the Performance Plan.

5. Link to Salary Review Process

The Annual Performance Review process may be linked to the salary review process.

People should be rewarded on the basis of their contribution to the organisation but this can take many forms.

6. Related Documents

- Staff Recruitment Policy (To come)

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