

## F.5 Performance Review and Development

### 1.0 INTRODUCTION/BACKGROUND

Mercy Services is committed to providing a supportive, positive environment for employees. The compassion and professionalism of Mercy Services employees are inextricably linked to the quality of support provided to Mercy Services clients. Mercy Services encourages and supports employees in their professional development as an integral part of their employment. Professional development is integral to employee job satisfaction and productivity, to continuous improvement in the quality of Mercy Services programs, and to achievement of the Mercy Services mission.

### 2.0 SCOPE

This policy clarifies roles and responsibilities of all Mercy Services staff regarding:

- the Mercy Services approach to employee support; and
- the Performance Review and Development system.

### 3.0 POLICY STATEMENT

Mercy Services will increase the likelihood of high performance, high standards of conduct and high levels of staff satisfaction by assisting staff to identify the right job for her/him, giving clear expectations of job role and performance, and by providing regular supervision/support.

### 4.0 PROCEDURES

#### 4.1 Staff support

a. **The aims of support** are to ensure:

- staff have an uninterrupted time with their supervisor to talk about their work issues;
- staff receive clarity about what is expected of them;
- good practice is praised;
- poor practice addressed;
- health and well-being issues at work are addressed; and
- annual Performance Review and Development plans/issues are followed up.

b. **Forms of Support/Supervision**

Individual Support: is primarily focused on the individual, their performance, their development, and any issues arising from their work that do not arise on a day-to-day basis. Individual support allows staff to raise and follow through on issues rather than having these issues only addressed in the annual Performance Review and Development.

Professional Supervision: a group or individual meeting between the employee and a senior professional experienced in providing high quality client support. Professional Supervision forms a key part of individual learning and development, and provides a broader, more experienced perspective on approaches to client support.

Peer Consultation: is a group meeting that allows staff who work with similar issues to discuss their approach, particularly with common clients. These consultations require a facilitator to ensure that:

- discussion is not dominated by one or two people;
- discussions affirm the skills and knowledge of staff, and
- staff are assisted to find their own appropriate answers.

### c. Support/Supervision Sessions

The frequency, content and duration of the support session will vary depending on the nature of the staff person's role and their needs during a particular period. Supervisors will consult with their staff in determining the appropriate form, frequency, duration and content of support sessions. Ideally a support session should at least take place six months after the employee's Performance Review and Development meeting.

Coordinators with significant expertise will provide individual supervision sessions to staff in counselling or complex interpersonal employment. These sessions may also include a professional supervision component, during which a review of approaches to client support is conducted. The McAuley Outreach Service Coordinator will regularly conduct case reviews as part of regular (approximately six weekly) professional supervision of direct care staff. External professional supervision is available if required. Mercy Services Director of Care, Managers and Coordinators are responsible for alerting the General Manager to the need for professional supervision.

The Chairperson of Mercy Services Board of Directors (or other nominated Board member) is responsible for ensuring supervision and support to the General Manager.

It is the responsibility of employees to:

- arrange a support session with their line manager;
- prepare prior to each support session;
- bring issues for discussion;
- attend support sessions with their line manager; and
- implement agreed actions.

The position of an employee's supervisor is generally named in the employees Employment Agreement with Mercy Services.

The supervisor will record that a support/supervision session has taken place. It may be necessary to also record the contents of discussion. Support/Supervision notes may need to be kept in a location accessible only to the supervisor if other supervisors do not "need to know" the nature of the discussion and this disclosure has not been clarified with the employee.

## 4.2 Performance Development and Review

Each employee will participate in a Performance Review and Development at least annually with their supervisor. This meeting will normally be facilitated by the person's supervisor.

The General Manager's Performance Review and Development will be conducted by the Chairperson of the Board (or her/his delegate).

The Coordinator will ensure the frequency and content of volunteer Performance Review and Development is appropriate to the complexity of their role.

It is the responsibility of each individual to ensure that his/her Performance Review and Development is scheduled and completed, and to ensure that all compulsory education sessions have been attended within the preceding twelve months.

a) Purpose:

- Assist the employee to clarify her/his interests/what is important to them and how her/his work helps/hinders with these;
- Review the work performed by the employee and how it accomplishes the work of Mercy Services;
- Clarify the quality and quantity of work expected of the employee;
- Supervisor and the employee to receive feedback from each other;
- Clarify the best possible match between the job and the employee current/future career goals;
- Identify opportunities for the employee's development.

b) Frequency:

- 1. When a person is completing their probation period.**
- 2. Annually for Performance Review and Development.**
- 3. Review in response to an issue:** An employee's supervisor may arrange a Performance Review and Development if s/he believes it will assist clarify/resolve: employee/others dissatisfaction, unacceptable performance and/or unacceptable conduct. An employee can request an additional Performance Review and Development.

c) Content:

- a. employee and supervisor's assessment of employee's application of the Code of Conduct (Appendix 1);
- b. employee and organisation's performance against the position's goal ("*Responsible for*" section on page one of job description) and competencies in the Position Description (Appendix 1);
- c. Confirm that Position Description and Employment Agreement are accurate;
- d. how this position fits with the employee and organisation's longer term goals (Appendix 1); and
- e. develop Annual Training Plan (see F.4 Learning and Development Policy).

d) Process:

***Preparation***

- Supervisor (Coordinator, Manager, Director of Care or General Manager) sets time and date for Performance Review and Development with employee;
- Supervisor provides employee with a copy of Appendix 1 forms, and if necessary Mercy Services Code of Conduct;
- Supervisor directs employee to this Policy if they would like further information on the Performance Review and Development purpose and process;
- Employee and supervisor separately review any previous Performance Review and Development records, Position Description and Employment Agreement;
- Supervisor may seek feedback from other sources; and
- Employee and supervisor separately complete a copy of the Appendix 1 form.

### **The Discussion**

#### 1) Code of Conduct

- Employee and supervisor compare their ratings of the employee's compliance with the Code of Conduct.
- Supervisor adds the employees ratings to supervisor's form
- Supervisor notes on the reverse side clarifying any significant differences of assessment, significant strengths or areas for development.

#### 2) Supervisor to record major points on their copy of the form. Where there is a difference of opinion this should also be recorded by the supervisor.

#### 3) Training Plan

- Develop an Annual Training Plan. In Appendix 1 this is called "Agreed actions for the development of the position and employee". This plan addresses any training needs raised in the Performance Review and Development or mandatory Mercy Services training not yet completed (see F.4 Learning and Development Policy).

#### 4) Update position documentation

- Note any suggested improvements for the Position Description (as this is a description of the position for others who hold this job title, changes are only accepted by Management if they apply to all position holders). Any individual differences from the Position Description can be written into their Employment Agreement (if the Position Description cannot be changed).
- Note any suggested improvements for the Employment Agreement (these then go to the Director of Care/Manager/General Manager so there is no guarantee that they will be accepted).

### **Follow-up**

#### 5) Supervisor's role

- Consult with relevant staff regarding suggested improvements of the Position Description;

- Notify Learning & Development Coordinator that the Performance Review and Development has taken place and a training plan developed. The Learning & Development Coordinator may also have ideas on the best way of addressing any identified training needs.
- Advise the relevant Director of Care/Manager/General Manager of any suggested improvements for the Employment Agreement so they can decide on adopting the suggestions.
- Inform the employee of the outcome of the decisions about their Training Plan, Position Description and/or Employment Agreement.
- Provide the employee with copies of the completed Review and Development Form (Appendix 1) and if changed their Position Description and/or Employment Agreement.

**4.3 Disputes regarding Performance Management process/outcomes**

Employees who are dissatisfied with the Performance Management process/outcomes may pursue the matter using the Mercy Services Performance Management Policy.

**4.4 Compliance**

Compliance with this policy is being measured by:

- a) 100% of staff participated in a Review and Development meeting in the past year.

**4.5 Evaluation**

The performance indicator for the evaluation of this policy is:

- a) Responses in the Mercy Services staff satisfaction survey are at least 75% positive rating.

**5.0 REFERENCES**

<b>1. Current Issues</b>	a) None identified
<b>2. Australian Standards</b>	a) None identified
<b>3. Legislation</b>	a) Fair Work Act 2009 (Australia) b) Work Health Safety Act 2011 (NSW) c) Anti Discrimination Act 1977(NSW)
<b>4. Professional guidelines</b>	a) None identified
<b>5. Codes of Practice</b>	a) None identified
<b>6. Codes of Ethics</b>	a) Australian Association of Social Workers Code of Ethics <a href="http://www.aasw.asn.au/document/item/1201">http://www.aasw.asn.au/document/item/1201</a> b) Australian Psychological Association Code of Ethics <a href="http://www.psychology.org.au/Assets/Files/Code_Ethics_2007.pdf">http://www.psychology.org.au/Assets/Files/Code_Ethics_2007.pdf</a> c) The Nursing and Midwifery Board of Australia. Registration Requirements <a href="http://www.nursingmidwiferyboard.gov.au/Registration-Standards.aspx">http://www.nursingmidwiferyboard.gov.au/Registration-Standards.aspx</a>

	d) Integrity in the Service of the Church <a href="https://www.catholic.org.au/media-centre/media-releases/cat_view/10-organisations/38-national-committee-for-professional-standards">https://www.catholic.org.au/media-centre/media-releases/cat_view/10-organisations/38-national-committee-for-professional-standards</a>
	e) Mercy Services Code of Conduct
<b>7. Evidence</b>	a) None identified
<b>8. Mercy Services Values</b>	a) Justice, Respect, Care, Unity, Service

**6.0 OTHER RELATED POLICIES AND PROCEDURES**

- A.01 Mission and Philosophy
- A.02 Code of Conduct Policy
- B.02 Delegations Policy
- C.01 Management Roles and Responsibilities
- D.12 Anti-Fraud and Anti-Corruption
- E.01 Service Guarantee
- E.15 Privacy Policy
- E.16 Protection and Vulnerable Adults from Abuse and Neglect
- E.17 Protection of Children from Abuse and Neglect
- F.01 Employment Conditions
- F.06 Staff Grievances
- F.07 Employee Records
- F.11 Credentialing
- F.12 Succession Planning
- G.07 Anti-Aggression, Harassment and Bullying
- G.12 Stress Management Policy
- G.13 Post Traumatic Incident Policy

**7.0 RELATIONSHIP WITH STANDARDS**

<b>Aged Care Accreditation Standards</b>	<b>Home Care Standards</b>	<b>Disability Standards</b>	<b>EQIP Standards</b>
1.1, 1.3, 1.5, 1.6, 2.1, 2.2, 2.3, 3.1, 3.2, 3.3	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 2.1, 2.2, 2.3, 2.4, 2.5, 3.1, 3.2, 3.3, 3.5	1.1, 1.2, 1.3, 2.3, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6	1.1.1, 1.1.2, 1.1.4, 2.1.2, 2.1.3, 2.2.2, 2.2.4, 3.2.1, 3.2.5

**8.0 DOCUMENT CHANGES RECORD**

<b>Dates of change</b>	<b>Section altered</b>	<b>Natures of changes made</b>
12/09/2006	12. Staff Management and Development Policy	Document created
08/02/2010	All sections	Major changes
15/06/2010	4.2.d.2 and Appendix 1	More clearly require succession planning
15/11/2010	a) 4.1.b b) 4.1.c c) 4.1.c d) 4.1.c	a) Remove specification that facilitator of peer consultation is usually a Coordinator b) State that supervision frequency/duration may depend on a person's needs during a particular period. c) Delete all references to documenting supervision sessions d) Delete form, frequency, duration from table outlining supervision arrangements

28/03/2011	7.0 Relationship to Standards	Updated Community Care Common Standards and EQulP5 Standards
17/04/2012	a) All sections b) 4.2.5 c) 4.4 & 4.5 d) 5.0 e) 6.0	a) Change Job Description to Position Description b) State that Management approve changes to Position Descriptions c) New sections d) Added current Issues and updated Codes of Ethics e) Added Credentialing Policy
02/07/2012	a) 4.1c b) 4.2.a c) 4.2.c d) Appendix 1 and 2	a) Updated list of positions b) Changes to the purpose c) Minor rewording – mainly to reflect merger of Appendix 1 and 2 d) Merged into one document with some additional questions
27/11/2012	All Sections	Organisation name updated
15/04/2014	a) 4.1 Staff Support b) 4.1.c Staff Support c) 4.2 Performance Review and Development d) 4.2.d.5 Supervisor's role e) 7.0 Relationship to Standards f) Appendix 1	a) Replace most references to "supervision" with "support" b) Add session to happen ideally 6 months after Review & Development; and That supervisor note session; and Replace list of supervisor for each position with reference to employees Employment Agreement c) Various minor typo.s corrected d) Require more broad consultation before Position Description is changed e) Aged Care Accreditation Standards added f) Changes to wording and order of questions
14/05/2014	a) 4.2.b.1 b) Appendix 1	a) Add completing form when staff complete probation b) Adding a question evaluating orientation etc for staff completing probation
08/08/2014	a) All sections b) 5.0 References c) 7.0 Relationship to Standards	a) Add Director of Care b) Update Codes of Ethics c) Update Disability Standards
28/01/2015	a) Appendix 1	a) Update Code of Conduct
Review due 28/01/2018		

**APPENDIX 1. MERCY SERVICES PERFORMANCE REVIEW AND DEVELOPMENT FORM**

Employee Name: .....

Date of Review: .....

Position: .....

Appraised by: .....

**For new staff completing probation – Did our orientation, induction and other processes result in you feeling part of Mercy Services?**  Yes  No

**Employee general satisfaction** *(Include what is liked best about the job; what is liked least?)*

**Discussion of Position Description** *(E.g., Position Description (“Responsible for” & Competency “Performance Indicators”); support/supervision; training; operation of the service; pay/condition)*

**What are your skills/strengths and what are areas in which you want to develop?**

**Employee longer-term plans to grow with Mercy Services** *(Are there any other areas of work in Mercy Services or elsewhere which interest you? Are there any new ways of working that would give you more challenging opportunities? How might this position assist meet career, training, lifestyle goals? What steps could to be taken to ensure your job gets done if you are unavailable- succession planning?)*

**What is important in your life?** (e.g. life goals, personal values, qualities you want others to see in you)

**How does your position help/hinder you getting what is important in your life?**

<b>Code of Conduct</b>	<b>Employee's strengths in demonstrating the Code of Conduct</b>	<b>Employee's challenges in demonstrating the Code of Conduct</b>
<ol style="list-style-type: none"> <li>1. I am committed to Justice and Equity</li> <li>2. I uphold the dignity of all people and their right to respect.</li> <li>3. I am committed to safe and supportive relationships</li> <li>4. I reach out to those who are poor, alienated or marginalised.</li> <li>5. I strive for excellence in the performance of my work</li> </ol>		

**How do your supervisor's actions affect your performance?**

**Supervisor's comments** *(Are there any plans for the employees position or service or broader Mercy Services needs that this persons skills could assist with)*

**Review previous Performance Review and Development Form** *(if applicable)*

Agreed actions for the development of the position and/employee			
<i>What</i>	<i>How</i>	<i>Who</i>	<i>When</i>

Signed:.....  
*Supervisor*

.....  
*Employee*

Date of next review:.....