

Member Presentation 'Managing Performance'

Acknowledgement

We acknowledge the Traditional Owners of the land on which we meet today and pay respect to Elders past, present and emerging.

We also extend that respect to Aboriginal and/or Torres Strait Islander people who are with us today.

MANAGING PERFORMANCE

Performance Reviews (Probation/Annual)

What is a performance review and why does it matter?

Employee performance reviews are important for any business, and their effectiveness depends on how the business conducts them. A great employee review helps team members identify growth areas while maintaining employee-manager relations. Knowing what a performance review is and what purpose it serves can help you prepare for this aspect of your role as a **leader**.

What is the purpose of a performance review?

Regardless of how frequently a company conducts performance reviews, periodic evaluation meetings give the employees the opportunity to assess how well their efforts match their objectives & company goals. The outcome of the review enables employees to continue aligning with, & changes in, the organization's long-term goals.

Additionally, performance reviews are a great way of highlighting employee achievements and discussing any concerns about the job. Employees get a better understanding of what management expects from them. They can also ask questions and provide crucial feedback to their immediate supervisors and managers. This can help clarify expectations and allow managers to discover and resolve issues.

A workplace performance review can help the employees understand:

- What they're doing right.
- Where they need to improve.
- How their work dovetails with the company's and indeed their own objectives and long-term goals.

Managers who conduct performance reviews can easily identify high-performing members of their team and encourage growth and personal development. They can also share their expectations with their teams, foster employee engagement in the workplace and resolve issues before they escalate.

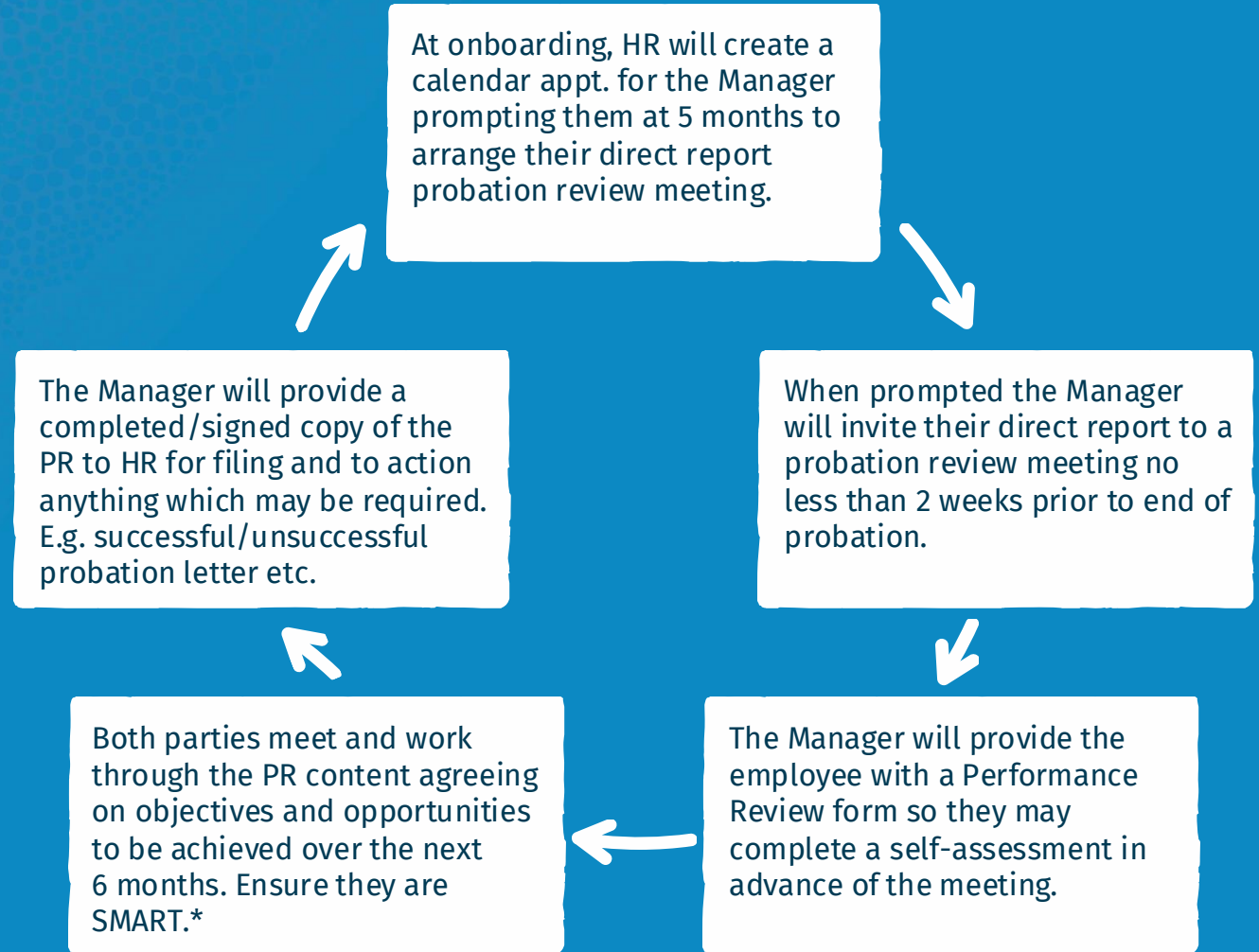
Performance Reviews have a direct impact on productivity, culture and retention.

(Suggested) Review Process Workflow

Probation (6 months)

- Should be completed prior to 6-month anniversary (ideally at 5 months)

***SMART:**
Specific
Measurable
Achievable
Relevant
Time-bound



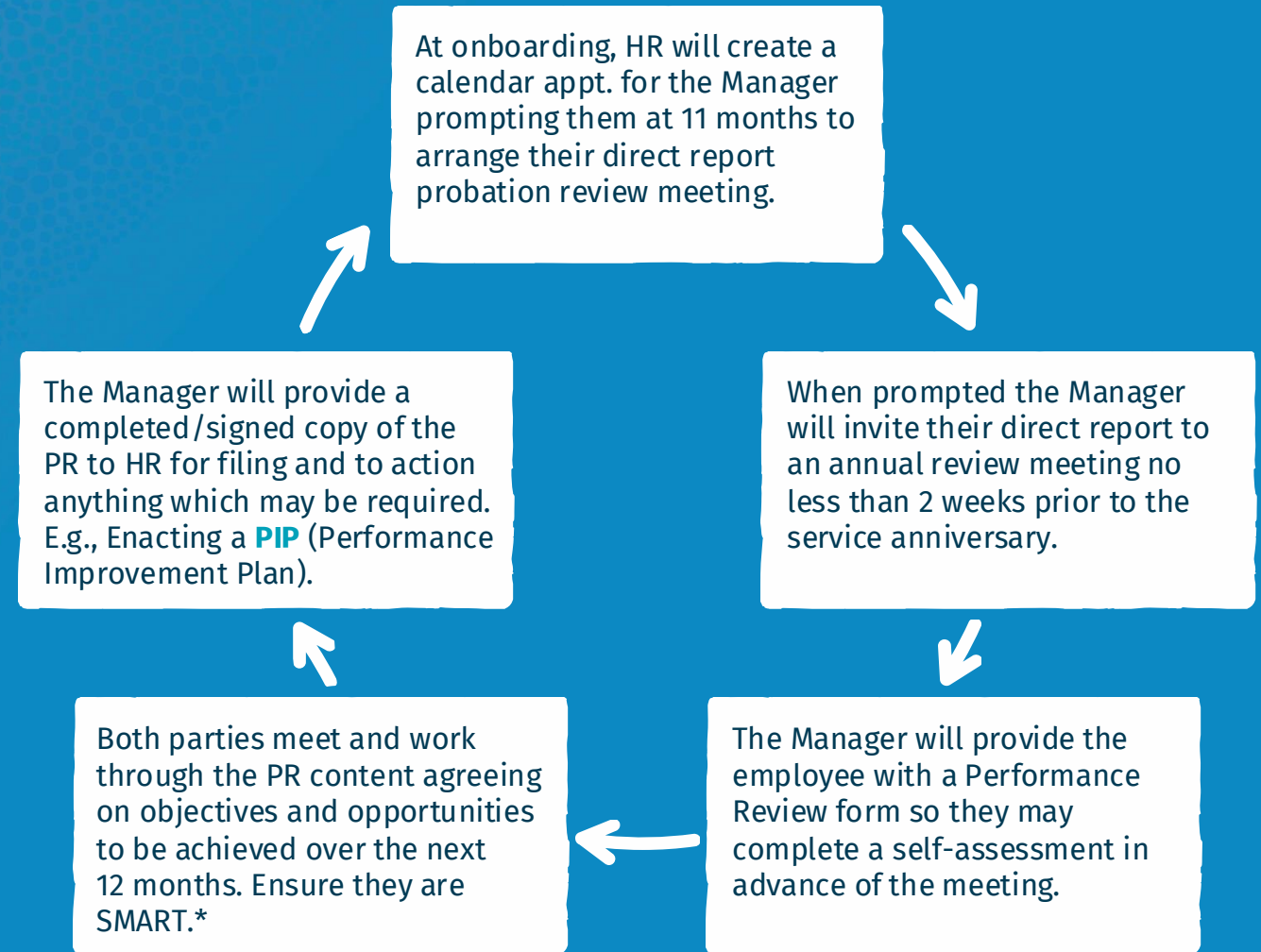
(suggested) Review Process Workflow

Annual Review (12 months)

- Should be completed prior to 12-month anniversary (ideally at 11 months)

Useful Review Tools include:

- Most recent review
- Emails & other correspondence
- Observations of productivity/outcomes
- Inter/intra-departmental feedback
- 1 up/1 down solicited feedback
- Employee self-evaluation
- Leave records (absenteeism issues)



Performance Review

(OBJECTIVES, OUTCOMES AND VALUES BASED)

Employee Name:	Reviewer / Manager Name:
Department:	Review Date:
Role Title:	Date of Last Review:
Review Type: <i>(Please tick one)</i> <input type="radio"/> Probation <input type="radio"/> Annual Review	Date of Next Review:

Goals / Objectives <i>List each objective that was set this performance period</i>	Employee Assessment		Reviewer / Manager Assessment	
	Achieved / Not Achieved	Comments	Achieved / Not Achieved	Comments
Objective 1				
Objective 2				
Objective 3				
Objective 4				
Objective 5				

* ensure objectives are SMART (Specific, Measurable, Achievable, Relevant, Time bound)

Performance Review

(OBJECTIVES, OUTCOMES AND VALUES BASED)

Company Values <i>Describe how the employee has demonstrated the Company Values in their work, attitude and delivery.</i>	<i>Enter your description in the text box below</i>	<i>Enter your description in the text box below</i>
Excellence		
Cultural Practice		
Leadership		
Honesty		
Respect		
Integrity		
Innovation		
Diversity		
Uniqueness		

SAMPLE

Performance Review

(OBJECTIVES, OUTCOMES AND VALUES BASED)

General Assessment	Enter your assessment in the text box below		Enter your assessment in the text box below	
What's been going well and why?	<h1>SAMPLE</h1>			
What could be improved and why?				
Overall Performance Rating and Comments	Comments	Rating	Comments	Rating
Final Signatures	Employee signature		Reviewer / Manager signature	
	Date		Date	

What do the ratings mean?

4	Exceeds Expectations	The employee has performed above average and stretched themselves to achieve positive feedback and ratings.
3	Meets Expectations	The employee has performed on par with their colleagues, and as per expectations for their role/position.
2	Improvement Required	The employee has performed below average. Focus should be placed on identifying measures to improve performance.
1	Significantly Underperforms	The employee has significantly underperformed in this performance period, and a performance improvement plan should be implemented.

S

SPECIFIC

It is difficult to meet abstract goals like “serve more patients” without clear criteria in place. You need to define what “more” is to make the goal specific. A better option may be to increase patients served by X per month.” That gives a specific outcome you can use to guide strategies.

M

MEASURABLE

Not all goals are easily measurable. Think of something like patient satisfaction. This is an abstract concept that you will need to quantify. You may use surveys, asking patients to rank treatment on a 1-10 scale, to create measurable goals.

A

ACHIEVABLE

A goal should motivate, but not overwhelm you. It should also be achievable based on that individual. If you set a goal to take 20 hours of CE classes per month, and you have never taken more than one, it is unlikely you will succeed. A more realistic goal might be five hours. You can always increase from there.

R

RELEVANT

The goal to “increase patients served by X per month” listed before is not relevant to all dental assistants. Some may have little to no control over the number of patients they see every day. A relevant goal is one that they have direct control over.

T

TIME BOUND

Goals need to have deadlines to be achieved. Without a timeline, someone might miss steps or milestones that are necessary to the process. Creating weekly, monthly, and overall benchmarks will help you stay on track.

Performance Management/PIPS

Managing Underperformance

Best practice employers have regular discussions with employees about performance. They set clear goals and provide feedback and support to help employees perform at their best. If underperformance occurs, they take steps to manage it appropriately, sensitively and promptly.

Every workplace can enjoy the benefits of taking a best-practice approach to managing underperformance. These may include:

- a more harmonious, high performing workplace
- higher levels of employee engagement
- maximising an employee's individual performance
- avoidance of legal disputes, such as unfair dismissal or bullying claims
- building a culture of continuous skill development and improvement



Most of the time managing performance results in an employee executing their role as expected, but sometimes habitual underperformance may result in the need to create a PIP — Performance Improvement Plan. You may also need to consider other options such as redeployment, demotion and sometimes, so long as all options have been exhausted and appropriate consultation has occurred, *termination of employment*.

A performance improvement plan is a document that sets out what the problem is with your employee's performance and what they need to do to improve it.

[Managing Underperformance Fair Work Tools](#)

PIP Template can be found [here](#)

REMEMBER:

- 🕒 To document, document, document!
- 🕒 ROC – ‘record of conversation’
- 🕒 “If it isn’t documented, it didn’t happen”

Performance Management

Disciplinary Meetings

The purpose of a disciplinary meeting is to formally address serious workplace issues with an employee such as; Ongoing performance concerns.

Misconduct — habitual absenteeism, fraud, sexual harassment, bullying, discrimination. Inappropriate conduct/behaviour with other employees, suppliers or customers.

[Fair Work Managing Performance Tools](#)



Key steps to managing a disciplinary meeting:

1. Is a disciplinary meeting actually necessary? Perhaps a documented informal chat?
 2. Be prepared (have all the facts), documentation etc. Don't have a preconceived outcome.
 3. Act as soon as possible. Don't allow the matter to drag on.
 4. What, when, where, who? Witness statements, video/audio evidence.
 5. Consultation — invite employee with at least 24hrs notice — offer support person.
 6. Be unbiased/impartial, positive and interactive as much as possible. If you cannot, you may not be the right person to manage this matter.
 7. Allow the employee the right to reply (tell their side)
 8. Take notes — (verbatim as close as possible), with no embellishment.
(These may be called upon in a legal proceeding)
 9. Be clear about outcomes/expectations, next steps etc.
- Be open-minded. **Ideally**, we are looking to correct the behaviour and retain the employee.
 - Are there training opportunities for managers to better engage/lead their team?

Resources Links

- ① [Managing performance and warnings — Fair Work Ombudsman](#)
(excellent tool with info & templates)
- ① [Managing Underperformance Fair Work Tools](#)
- ① [PIP — Performance Improvement Plan Template](#)
- ① [Fair Work Managing Performance Tools](#)



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