PROCEDURE

Performance Review

The current controlled version of this procedure is located on RSG Network IMS Folder. All other printed copies of this procedure are to be considered uncontrolled and should be validated against the current controlled version on the RSG Network IMS Folder before use.

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TABLE OF CONTENTS

1 PURPOSE 2
2 SCOPE 2
3 DEFINITIONS 2
4 RESPONSIBILITIES 2
5 PROCEDURE 2
5.1 General 2
5.2 Performance Review Schedule 2
5.3 Setting Work Goals 3
5.4 Development Planning 3
5.5 Performance Review 3
5.5.1 Encourage performance 3
5.5.2 Poor Performance 3
5.6 Procedure Steps 4
6 REFERENCE DOCUMENTATION 5

1 PURPOSE

The purpose of the procedure is to provide formal feedback on the employee's work performance and develop an improvement plan to further enhance that performance.

2 SCOPE

All Reay Services Group employees will participate and use the same process. It should be noted that although individual performance does impact on an employee's salary review, other factors such as industry movements in the salary and business profitability are taken into account.

3 DEFINITIONS

Company / the Company: Refers to Reay Services Group and associated entities.

System: Quality, Safety and Environmental Management Systems.

4 RESPONSIBILITIES

All company Employees and Contractors are responsible for complying with the requirements of this procedure.

Refer to QMS-PRO-026 – Authority and Responsibilities Procedure for further details.

5 PROCEDURE

5.1 General

The review is carried out in conjunction with the employee's immediate supervisor. The reviewing process shall be performed in accordance with this procedure, using HR-FRM-026 Employee Performance Evaluation reviews are to be carried out for all personnel in accordance with clause 5.2.

An appraisal should also be completed at the end of the three month probationary period for new starters.

Upon completion of the review, both parties shall sign the document and forward it to the one-up Manager for review, approval and filing in Personnel Files.
Any training needs identified as a result of the review shall be documented in the Training Matrix.

5.2 Performance Review Schedule

- Upon new start, employees shall undergo a performance review upon completion of the 3 Month Probationary period.
- Performance reviews shall then be conducted each 12 months thereafter.
- Management shall undergo a performance review every 3 months.

5.3 Setting Work Goals

The Performance Review Form has been developed to assist supervisors and managers in meeting their obligations under this procedure. Supervisors and managers are encouraged to refer to these guidelines whenever they need set work goals and conduct a performance review with their employees.

Good work goals are SMART.

S = specific

M = measurable (if you can't measure it, you can't improve it)

A = agreed

R = relevant and / or realistic

T = time related

The process of agreeing work goals should start from the list of agreed Key Performance Objectives and Outcomes/Measures/Results for the job.

This is achieved by the manager and the employee discussing the requirements of the Employee's position as documented in their Position Description.

5.4 Development Planning

True performance management relies upon a commitment to focus on increasing an individual's competence. The Manager's role is to provide opportunity for the employee's development for their current role first and career goals second

5.5 Performance Review

True performance management relies upon a commitment to focus on improving team or individual performance. The Manager's role is to provide direction and feedback as a continuous process.

Reviewing performance is achieved through regular assessments of progress (against the agreed Key Performance Objectives and the Company's Core Values) throughout the year and in the formal Performance Review process, in order to foster continuous learning and performance improvement from experience.

It is desired to have performance review's every 6 month however this is not compulsory and should be done when time permits.

5.5.1 Encourage Performance

To encourage performance, especially repeated good performance, it is important to reward employees through both private and public recognition in a timely manner.

5.5.2 Poor Performance

The approach to managing under-performers should be based on reinforcement theory: Applaud success and manage failure. The five basic steps required to manage under-performers are:

1. Identify and agree on the problem;
2. Establish the reason for the shortfall;
3. Decide and agree on the action required;
4. Resource the action;
5. Monitor and provide feedback;
6. Poor performance **must be** recorded and addressed in the Performance Review.

5.6 Procedure Steps

Step 1: At least one week prior to the performance review the team member will be given this procedure, HR-FRM-019 and a copy of their last performance review to read through and prepare.	Supervisor/Manager	The team member (with coaching from Supervisor/Manager) will familiarise themselves with the procedure. The team member must complete HR-FRM-001 prior to the scheduled performance review
Step 2: Team member is assessed against the required Core Values and Work Goals (Objectives) *Refer to Position Description or previous Performance Reviews*	Supervisor/Manager High level of involvement by team member	Review of performance against Core Values and Work Goals (Objectives) required in the position, with follow up actions identified where necessary to improve performance. Agree on the next review period's work goals (objectives) and write in space provided. The immediate Manager and Employee discuss each of the core values and objectives. The Immediate Manager and Employee aim to agree on the rating, however the immediate Manager will determine the final rating if there is a disparity. The disparity and the reason for the rating should be documented.
Step 3: The review undertaken in steps 1 and 2 is summarised.	Immediate Supervisor/Manager High level of involvement by team member.	Immediate Manager summarises the team member's performance.
Step 4: The "Areas Requiring Further Development" needs to enhance both short and long term performance	Immediate Supervisor/Manager. High level of involvement by team member.	Team member and supervisor come up with a development plan to further enhance the team member's performance.
Step 6: Employee makes comment on the performance review.	Employee	Employee is encouraged to make comment on their performance and the overall process of performance review.
Step 7: Employee and Immediate Supervisor sign the Performance Review once it is completed.	Immediate Supervisor / Manager and Employee One-Up Manager to sign off	Both parties sign off agreement on the completed performance review. Performance Review is forwarded to the one-up manager for review and sign off.
Step 8: Forward copies of form to employee and Human Resources/Payroll	Supervisor/Manager	Copy to be provided to employee. Original sent to Human Resources / Payroll for filing in personnel file.

STEP 9: Human Recourses shall record details of the performance review and the next required review In HR-REG-014 – Performance Discussion Register.

6 REFERENCE DOCUMENTATION

HR-FRM-026 Employee Performance Evaluation
HR-REG-014 Performance Discussion Register