



POLICY	
Supporting Employee Performance	
Scope (Staff):	All employees
Scope (Area):	CAHS (PCH, CAHS Community Health, CAHS Mental Health)

Aim

To outline the minimum requirements for the effective and equitable approach to supporting employee performance.

Risk

Failure to set priorities, clear direction for roles and responsibilities and monitor individual and team performance against the expected standards compromises the ability to provide safe, high quality care to patients.

Definitions

Employee Interests: can include career considerations, professional development needs and personal circumstances.

Performance Management: is a well-established, broad term used to describe the practice of planning, monitoring, developing and evaluating the performance of an individual employee, team or department in alignment with organisational objectives.

Out of Scope

- The position of Chief Executive is out of scope of this policy as their performance is managed in line with section 47 of the WA [Public Sector Management Act 1994](#) and section 114 of the WA [Health Services Act 2016](#).
- The Health Executive Service (HES) comprises persons holding offices that are subject of written determination by the Director General and the Chief Executive.
- The performance of HES employees is governed by the Health Executive Policy, (specifically 3.5 of the policy) and section 55 of the WA [Public Sector Management Act 1994](#).

Principles

- The Child and Adolescent Health Service (CAHS) enable a responsive and capable workforce by linking individual and team performance to the strategic, business and operational objectives of the health service.
- Performance management activities in CAHS is pursuant to:
 - the WA [Health Services Act 2016](#);
 - the WA [Public Sector Management Act 1994](#);
 - [Performance Management Standard](#);

- [Public Sector Code of Ethics](#);
- WA Health [Code of Conduct](#);
- industrial agreements;
- [National Safety and Quality Health Service Standards](#) (NSQHSS); and
- the WA Health [Performance Management Policy](#).

Supporting Performance

- To support integrity, transparency and consistency all managers will ensure that:
 - all performance support activities, decisions and actions are impartial, transparent, and capable of review and are consistent with the CAHS vision and values;
 - the most appropriate methods and tools as relevant to individual positions, occupational groups and work areas have been considered;
 - employees are provided with clear identification of their role, responsibilities and accountabilities (both generic and specific);
 - performance targets or work standards are agreed and how they will be planned and monitored is in line with business plans, operational requirements and the WA Health [Performance Management Policy](#);
 - employee's own interests as well as work related requirements are considered when assessing performance; and
 - training and development activities identified or required as part of the role are clearly documented and recorded in line with the CAHS [Employee Development](#) Policy.
- Assessments and evaluation of performance must be in line with the requirements of employee job descriptions (or duty statements) and applicable industrial agreements.
- Performance review activities should be cyclical over set periods; coinciding with a financial year or an employee's anniversary year, however can be aligned to projects or other operational plans and initiatives.
 - As a minimum requirement, managers must have processes in place to review an employee's performance at least annually.
- Managers will ensure an employee is informed about how their performance will be supported and will discuss the outcome of any performance assessments in a timely manner.
- Managers and employees should have regular and frequent open communication to nurture a proactive working relationship and should identify development opportunities or performance concerns as they arise.
- Ongoing discussions concerning areas for improvement must be recorded with copies of documents provided to the employee and recorded as per [Record Keeping](#) requirements.

- Where the same area for improvement or performance concern has been raised and no improvement has been demonstrated, the manager and employee should refer to the CAHS [Employee Development](#) Policy and commence a development plan.
- If performance concerns are not, or cannot be addressed through the employee development process, or no improvement has been demonstrated, and performance is still deemed below the level reasonably expected, managers should refer to the WA Health [Managing Unsatisfactory and Substandard Performance Policy](#) and liaise with [CAHS Human Resources](#).

Roles and Responsibilities

Employee

- The employee is responsible for:
 - performing to the standard as identified in their position, performance targets and work standards; and
 - highlighting concerns to their manager where they are unable to meet or maintain expected standards in the performance of their role or responsibilities.

Manager (includes Supervisory positions with direct reports)

- Managers and supervisors are responsible for:
 - ensuring employees are made aware of the expected performance, and how their performance will be monitored;
 - engaging in open and regular communication with employees on individual performance and immediately work with the employee, team, and department if there are any performance concerns;
 - maintaining awareness of mandatory notification requirements for regulated health professionals reporting to their position as well as any guidelines the professional body may have on managing performance;
 - ensuring decisions and actions arising from the performance management process are applied consistently and impartially²; and
 - planning, conducting, and recording performance management activities and documenting decisions.
 - Record relevant details in the Human Resources Information System (HRIS).
 - For instructions refer to the [MyHR Performance Development Guide](#).

Confidentiality

- Information produced during any process relating to employee performance must be kept in trust and divulged only to those with a need to know, with due regard to the following requirements of the:
 - WA Health [Code of Conduct](#);
 - [Freedom of Information Act 1982](#); and

- Australian Health Practitioner Regulation Agency (AHPRA) [Mandatory Reporting](#) requirements.
- Managers need to make provision for the safe and secure storage of hard and electronic copies of documentation produced during the process.

Complaints

- If an employee feels that a performance management process in their work area is inconsistent with this policy or the Performance Management Standard they can:
 - Lodge a complaint in accordance with the [WA Health Employee Grievance Resolution Policy](#) and CAHS [Grievance Resolution Guideline](#); or
 - Lodge a breach of standard claim through the Performance Management Standard via the Public Sector Standards Breach Claim process.
 - Refer to [Public Sector Commission - Breach of Standard Claims](#).
- All complaints will be reviewed however employees are advised that managers are entitled to raise genuine performance issues with employees.

Compliance Monitoring

- The Health Service Executive Committee (HSEC) is responsible for ensuring performance management within CAHS is consistent with this policy and in line with the CAHS vision and values.
- Non-compliance with the Public Sector Commission (PSC) [Performance Management Standard](#) may result in breach claims³.
 - Compliance with the Standard will be measured through the Public Sector Commission's annual agency surveys and review of breach claims against the Public Sector Commission's [Performance Management Standard](#).

Record Keeping


- Records produced as a result of this policy will be maintained in accordance with:
 - [CAHS Recordkeeping Plan 2015027](#); and
 - [General Disposal Authority for State Government Information](#) (Section 68. Performance Planning and Appraisal)
- Documentation involving an employee's performance will describe clearly and concisely the grounds upon which an assessment is made.
- Records generated during the process are to be kept separately to the transactional employment record.
 - A duplicate copy of any document must be provided to the employee for their records.
- Dates of any performance meetings must be recorded in a CAHS approved database.

Related CAHS internal policies, procedures and guidelines
Employee Development (CAHS Policy Manual)
Performance Development and Review (Mental Health) Procedure
Clinical Supervision (CAHS Mental Health Policy Manual)
Grievance Resolution (CAHS Policy Manual)
CAHS Recordkeeping Plan 2015027

References and related external policies, procedure and guidelines
1. CAHS Vision and Values
2. Performance Management Standard (WA Public Sector Commission)
3. Breach of Standard Claims (WA Public Sector Commission)
4. General Disposal Authority for State Government Information (State Records Office of WA)
Code of Ethics (WA Public Sector Commission)
Public Sector Management Act 1994 (WA Public Sector Commission)
Code of Conduct (WA Health Mandatory Policy MP0031/16)
Health Services Act 2016 (Western Australian Legislation)
Performance Management Policy (WA Health Mandatory Policy MP0089/18)
Managing Unsatisfactory and Substandard Performance Policy (WA Health Mandatory Policy MP0041/16)
WA Health Employee Grievance Resolution Policy (WA Health Operational Directive OD0452/13)
Freedom of Information Act 1982 (Australian Federal Government)

Useful resources (including related forms)
Supporting Employee Performance and Development (CAHS HealthPoint)
National Safety and Quality Health Service Standards Second edition (Australian Commission on Safety and Quality in Health Care)
CAHS Human Resources (HealthPoint Page)
MyHR Performance Development Guide

This document can be made available in alternative formats on request for a person with a disability.

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