



# ECU Student Guild

## PERFORMANCE MANAGEMENT POLICY

<b>POLICY TYPE</b>	Operational
<b>POLICY SUBTYPE</b>	Human Resources
<b>POLICY TITLE</b>	<b>Performance Management Policy</b>
<b>POLICY OWNER</b>	Operations Manager

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## 1. INTENT

- 1.1. The aim of this policy is to promote and maintain appropriate standards of conduct and performance and to ensure that an equitable and consistent procedure is applied when addressing issues relating to misconduct, poor performance and breaches of the law and/or ECU Student Guild policies.
- 1.2. Consequently, employees need to ensure that they exhibit appropriate out-of-work conduct where the circumstances or event can be connected to the organisation, such as a work-related function.
- 1.3. A work-related function is any function that is connected to work and includes events such as work lunches, dinners, conferences, Christmas parties and client/student/club functions.
- 1.4. This Policy also applies when employees go to other workplaces in connection with work, for example, when visiting a supplier or client.
- 1.5. This Policy does not form part of any employee's contract of employment, however, it is expected that this policy will be observed by all employees.

## 2. ORGANISATIONAL SCOPE

- 2.1. This policy applies to all Edith Cowan University Student Guild Operational staff.
- 2.2. This policy will not apply to Edith Cowan University Student Guild Senate members.

## 3. DEFINITIONS

- 3.1. The singular includes the plural and vice-versa.
- 3.2. A reference to:
  - 3.2.1. A person includes a corporation and government or statutory body or authority;
  - 3.2.2. A person includes the legal personal representatives, successors, and permitted assigns of that person; and
  - 3.2.3. A statute, ordinance, code or other law includes regulations and other statutory instruments under it and consolidations, amendments, re-enactments or replacements of any of them by any legislative authority.
- 3.3. The word "including" and similar expressions are not words of limitation.
- 3.4. The word "under" includes by and by virtue of; as well as, pursuant to and in accordance with.
- 3.5. **CIDC** means the Continuous Improvement and Development Committee.
- 3.6. **The Guild** means Edith Cowan University Student Guild.

3.7. **Secretariat** means the managing directorship of the organisation being President, General Secretary, Vice President Academic, Vice President Social and Vice President Equity.

3.8. **Senate** means the duly elected student representatives of the Guild.

#### 4. OVERVIEW

4.1. All Guild policies are approved, amended or repealed by the Senate in accordance with the Guild's Policy Framework and compliance with relevant governance instruments, following consultation with CIDC.

4.2. The Guild shall maintain a policy manual of all current policies in a manner which is easily accessible to members, Senate, staff and other stakeholders where appropriate.

4.3. All Guild policies will be reviewed annually.

#### 5. POLICY

5.1. The Performance Management Policy is underpinned by the following key principles:

5.1.1. Effective performance is required of all employees regardless of role, responsibility or level.

5.1.2. Managers and employees are jointly responsible and accountable for working together to continually improve performance and achievement of outcomes.

5.1.3. Leadership is essential to creating the culture of professional improvement, feedback and development necessary to support effective performance management.

5.1.4. Participation in the performance process must enable every employee to understand The Guild's values and strategic priorities and the way in which their role and performance outcomes contribute to achieving these.

5.1.5. Participation in the performance process must enable every employee to identify how they contribute to achieving outcomes at their level.

5.1.6. Underperformance must be actively addressed and managed through a structured, fair and transparent process.

5.1.7. All managers and employees are to be provided with appropriate training to enable them to participate in and fulfil their performance management responsibilities.

5.2. Employees of The Guild are expected to meet and maintain acceptable standards in the performance of their duties and responsibilities. All employees are expected to demonstrate competence, care, good faith and compliance with reasonable or lawful instructions and policies and procedures in the performance of their duties

5.3. Managing unsatisfactory performance is to be undertaken in a constructive and supportive manner with a focus on assisting employees to attain and sustain Satisfactory Performance.

5.4. A finding that an employee's performance is at a substandard performance standard should only occur after the completion of the Performance Counselling Process and only where considerable improvement has not been made to the required Performance Standard.

5.5. A fair and reasonable approach must be applied to the Performance Counselling process by:

5.5.1. applying objective and consistent measures to assess performance;

5.5.2. addressing performance issues as they arise and not delaying or suspending issues until a Supervision Meeting is undertaken;

5.5.3. applying the principles of procedural fairness; and

5.5.4. complying with the obligations of any policy framework and legislation including the provisions relating to substandard performance.

#### **5.6. COMPLIANCE**

5.6.1. The Line Manager will be responsible for the management of all performance management duties in relation to probation reviews, supervision sessions and general performance management of employees.

5.6.2. The Operations Manager will be the ultimate decision maker in regards to any decisions made to give an employee a formal warning or in relation to any decisions to be made in reference to terminating an employee's employment with The Guild.

5.6.3. The Guild Secretariat will be the ultimate decision makers in regards to any decisions made to give the Operations Manager a formal warning or in relation to any decisions to be made in reference to terminating the Operations Manager's employment with The Guild.

#### **5.7. PROCEDURAL FAIRNESS**

5.7.1. The process for managing performance standards should observe the rules of Procedural Fairness. This includes the employee being informed of the Performance Standards, given adequate information about the job requirements, the opportunity to improve and the opportunity to respond.

#### **5.8. PERFORMANCE STANDARDS**

##### **5.8.1. Satisfactory Performance**

5.8.1.1. The minimum standard an employee is reasonably expected to perform, attain or sustain in the performance of their position.

##### **5.8.2. Unsatisfactory Performance**

5.8.2.1. Where an employee is not achieving the required Satisfactory Performance standard of the position. Specifically, where an employee's performance is below the standard required to meet the performance objectives of the position held.

5.8.2.2. In determining whether or not the employee is at a standard of Unsatisfactory Performance, the Line Manager must consider the following:

5.8.2.2.1. The employee's job description including their designated responsibilities and duties;

5.8.2.2.2. Any written work standards or instructions relating to the manner of performance of the functions the employee is required to undertake.

5.8.2.2.3. Requirements of the position outlined in applicable Enterprise Agreement. Manuals, policies, procedures, guidelines, professional standards and codes and relevant legislation; and

5.8.2.2.4. Any other job functions or standards applicable to the employee.

5.8.2.3. Examples of Unsatisfactory Performance may include, but are not limited to:

5.8.2.3.1. Inability to meet the satisfactory performance standard of the job requirements;

5.8.2.3.2. Inability to complete work to an expected standard;

5.8.2.3.3. Repeatedly failing to meet or comply with agreed timeframes;

5.8.2.3.4. Making continued poor or incorrect decisions;

5.8.2.3.5. Inability to work unsupervised where appropriate;

5.8.2.3.6. Failure to adhere to any policy framework and/or processes;

5.8.2.3.7. Failure to collaborate or consult with colleagues and other stakeholders where it is a requirement of the position;

5.8.2.3.8. Inability to make decisions within the job requirements; and/or

5.8.2.3.9. Disrespectful or aggressive behaviour.

### 5.8.3. Serious Misconduct

5.8.3.1. Serious Misconduct is defined as:

5.8.3.1.1. wilful or deliberate behaviour by an employee that is inconsistent with the continuation of the contract of employment; or

5.8.3.1.2. conduct that causes serious and imminent risk to the health and safety of a person or the reputation, viability or profitability of the employer's business.

5.8.3.2. Examples of Serious Misconduct includes:

5.8.3.2.1.Theft;

5.8.3.2.2.Fraud;

5.8.3.2.3.Assault;

5.8.3.2.4.Intoxication at work;

5.8.3.2.5.Refusal to carry out lawful and reasonable instructions; or

5.8.3.2.6.Wilful breaches of the any of the Guild's policies.

5.8.3.3. In cases where Serious Misconduct is evidenced, the employee will be summarily dismissed as per clause 7.4 of the Enterprise Bargaining Agreement 2021.

## 5.9. OTHER REQUIREMENTS

### 5.9.1. Confidentiality

5.9.1.1. It is in the interests of all parties for confidentiality to be observed throughout the Performance Counselling process. A breach of confidentiality will be dealt with in accordance with this policy and the Performance Management Procedures.

### 5.9.2. Suspension

5.9.2.1. In some instances, poor performance or misconduct may be serious enough to present a risk to the Guild's operations, employees or customers. In these circumstances, an employee may be suspended from employment on ordinary pay whilst an investigation into the poor performance is undertaken.

### 5.9.3. Record Keeping

5.9.3.1. All documentation relating to Performance Management and Performance Counselling will be uploaded to the Employee's personnel file and will be restricted to be viewed only by the Line Manager, the Operations Manager and the Employee.

## 6. RELATED DOCUMENTS

<b>Related Policy</b>	<ul style="list-style-type: none"><li>• Edith Cowan University Student Guild Enterprise Agreement 2021</li></ul>
<b>Related Procedure</b>	<ul style="list-style-type: none"><li>• Performance Management Procedure</li></ul>
<b>Other Related Documents</b>	<ul style="list-style-type: none"><li>• Performance Management Form</li><li>• Probation Review Form</li></ul>
<b>Related Legislation</b>	<ul style="list-style-type: none"><li>• Fair Work Act 2009 (Cth)</li></ul>

## 7. CONTACT INFORMATION

For queries relating to this document please contact:

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## 8. APPROVAL HISTORY

<b>Policy Approved By</b>	Senate
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