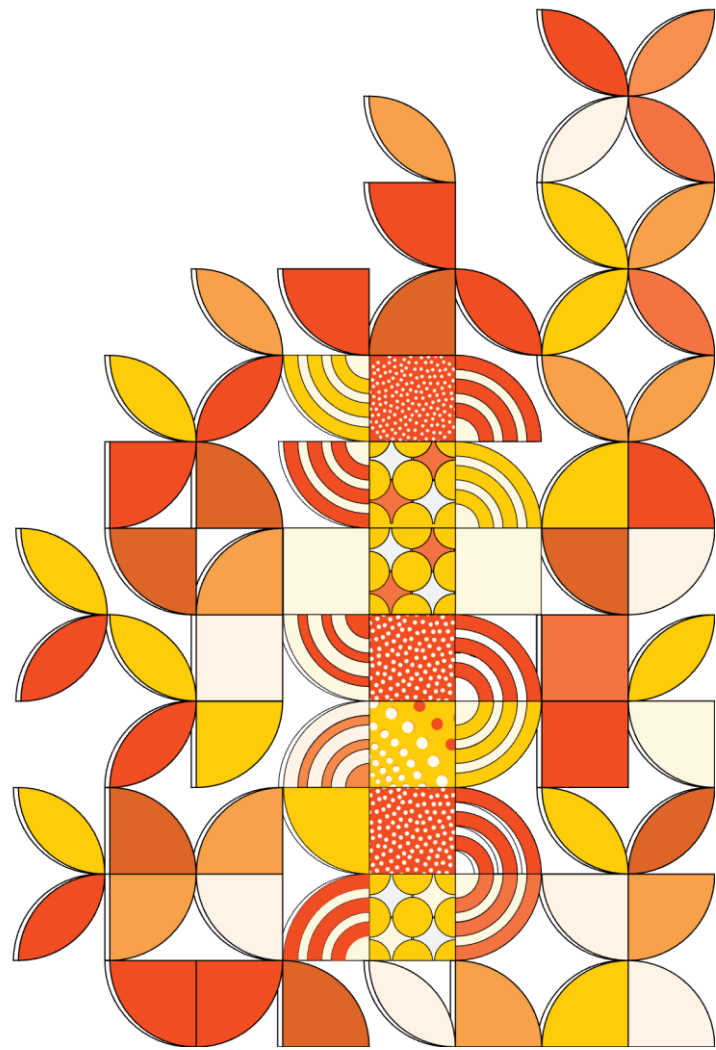


Performance Management Policy



SECTION 1

Purpose

1. This Policy defines the principles of performance management at the Institute of Health & Management (IHM) and aims to affirm IHM’s commitment to excellence by creating a harmonious and productive environment and supporting individuals to achieve their work goals, reach their career potential, and maximise their individual contribution to the achievement of IHM’s strategic and operational priorities.

Scope

2. This This policy applies to all full-time, part-time, and ongoing casual employees.

Definitions

3. Definitions for key terms are presented in the [Glossary of Terms](#).

Suite documents

4. This Policy is linked to the following:
 - a) Performance Management Procedure
 - b) See also Associated Information listed in the ‘Related Internal Documents’ in Section 3 below.

SECTION 2

Principles

5. IHM’s Performance Management Policy is guided by the following principles:
 - 5.1 IHM is dedicated to aiding staff in contributing to their own career development goals and achieving IHM goals, facilitated via the MyHCI Employee Lifecycle Management Online (ELMO) software. The Performance Management System comprises performance discussion, goal setting, strategic checkpoints for goal alignment, progress assessment, providing constructive feedback on performance, and consequent professional development opportunities.
 - 5.2 A new employee will undergo a probationary period as specified in their employment contract, and their performance review will be conducted in accordance with the outlined performance management procedure.
 - 5.3 All employees including casual employees will undergo monthly and annual performance management reviews in accordance with the process outlined in the performance management procedure.
 - 5.4 All new managers responsible for conducting performance management will undertake Performance management training within 6 months, and current managers must undertake the refresher training every 2 years.
 - 5.5 Acknowledgement of the collective commitment to effective performance management and a strong commitment to employee development, fostering growth and career advancements.
 - 5.6 Performance management must consider a team member’s personal goals and career aspirations and seek to integrate them into the overall goals of the IHM, ideally through mutual agreement between managers and team members.
 - 5.7 Performance objectives will be designed to ensure that every team member:

- a) Understands their role's expectations clearly through regular review and feedback.
 - b) Possesses or is given the chance to cultivate the skills and competencies necessary to meet these expectations.
 - c) Engages in discussions about their career aspirations and devises a plan to realise them.
 - d) Receives meaningful and constructive feedback on their advancement and accomplishments.
 - e) Participates in achieving both individual and/or team Goal/objectives that align with the broader goals of the organisation.
 - f) Is duly acknowledge for their contributions and accomplishments.
- 5.8 Structured evaluations involve ongoing, timely, and constructive communication between managers and team members regarding the team member's advancement in fulfilling set objectives, resource needs, and developmental aims that allow optimum performance.
- 5.9 IHM is committed to ensuring the optimum performances of all employees and has procedure to support the acknowledgement of exceptional employees. These rewards may encompass monetary or non-monetary benefits.
- 5.10 Underperformance will be identified and addressed in accordance with the procedures outlined in the performance management procedure.

Responsibilities

6. Chief Executive Officer (CEO)

- 6.1 The CEO has the responsibility and authority to foster a culture in which performance management is an integral part of support, scholarship, education, research, and consultancy within the IHM.

7. Senior Management

Senior Managers have the responsibility and/or authority to:

- 7.1 Establish consistent implementation and maintenance of performance management within the principles of the IHM's values with formal performance reviews through MyHCI (ELMO) portal annually.
- 7.2 Ensure that all managers receive proper training and remain mindful of unconscious bias, diversity, gender equity, and fair, non-discriminatory approaches when engaging in performance discussion and decisions.
- 7.3 Ensure that performance management process is consistent with the appropriate IHM's policies, procedures, and demonstrate good management practices.
- 7.4 Ensure all team members actively participate in performance management and use a cooperative and consultative approach in dealing with performance issues as they arise.

8. Managers/Supervisors

Managers/Supervisors have the responsibility and/or authority to:

- 8.1 Assist team members in actively contributing to the IHM's strategic objectives and departmental plans and provide support in identifying and reaching their developmental objectives.
- 8.2 Ensure that the performance of all team members is managed in a structured way, in accordance with the performance management procedures that support its implementation.
- 8.3 Ensure that all team members are assisted to meet and supported to continuously improve and exceed key performance indicators.
- 8.4 Ensure that training resources are available for the identified development needs.

- 8.5 Demonstrate leadership in their commitment to performance management, including an understanding of unconscious bias, non-discriminatory practices, diversity, and gender equity.
- 8.6 Responsible for identifying underperformance by actively monitoring the performance of individual team members, providing regular feedback, and recognising signs of potential issues.

9. People and Culture Department

- 9.1 People and Culture team is responsible for maintaining performance management portal and for providing performance evaluation training to all managers.

10. Staff

All IHM staff are expected to:

- 10.1 Understand how their role contributes to the achievement of the IHM’s goals.
- 10.2 Share responsibility for the development of their own performance development and management plan.
- 10.3 Actively participate in discussions regarding performance goals and outcomes relevant to the objectives of their work area and the IHM.
- 10.4 Adopt a co-operative approach to the review of their performance against agreed outcomes and ongoing self-review of their performance goals and actions.
- 10.5 Explore and implement continuous improvement strategies and access opportunities for personal growth and development.

SECTION 3

Associated Information

Related Internal Documents	Performance Management Procedure Recruitment, Selection and Appointment Policy Staff Professional Development Policy Staff Professional Development Procedure
Related Legislation, Standards, and Codes	HESF (2021). Higher Education Standard Framework Domain 6: Governance and accountability Fair Work Act 2009 Equal opportunity Act 2010
Date Approved	15.07.2024
Date of Effect	16.07.2024
Date of Next Review	30.06.2027
Approval Authority	Executive Management Committee
Responsibility for implementation	People and Culture Department All managers with direct responsibility for staff
Document Custodian	People and Culture Manager
IHM Doc ID	IHM - PMP1 – 3.0

Change History

Version Control		
Change Summary	Date	Short description of change, incl version number, changes, who considered, approved etc
Version 1.1	23/11/2013	<ul style="list-style-type: none"> • New Policy approved by the Board of Directors
Version 2.0	28/04/2023	<ul style="list-style-type: none"> • Policy and Procedure are separated in two separate documents • Definitions added • Editorial and formatting changes have been made • Approval Authority changed from Quality Assurance and Risk Management Committee to Executive Management Committee • Version 2 approved by the Executive Management Committee on 28/04/2023
Version 2.1	29/11/2023	<ul style="list-style-type: none"> • The definitions have been relocated to the IHM glossary and the template has been updated.
Version 3.0	15/07/2024	<ul style="list-style-type: none"> • Reviewed and Updated • Major update on the performance management procedure based on MyHCI ELMO software