

1. Performance Management Policy

2. Values Statement

RedR Australia (“RedR”) is guided by its values of accountability, integrity, empathy, and collaboration. Achieving the mission requires that the people who are engaged by RedR Australia be honest, law-abiding, respectful, and fair.

3. Purpose

The purpose of this Policy is to provide a framework and procedures of the performance management of RedR Personnel in both the development of their performance as well as clear guidelines on the underperformance processes, misconduct, and disciplinary matters.

4. Scope

This policy applies to the following who are collectively defined as “RedR Personnel” throughout:

- All employees, volunteers, contractors, and interns/work placements of RedR
- Associate trainers
- RedR deployees
- Standby personnel/applicants
- Board members

A reference to managers in this Policy includes reference to RedR Personnel supervisors including line and host supervisors.

5. Policy Statement and Principles

Performance Management is the process that is used for managers to monitor and evaluate the work of RedR Personnel. Through this process, managers can also acknowledge and identify the individual strengths, talents and interests of each staff member. The aim of the process is to build organisational capacity, meet organisational goals and foster a culture of continuous learning and excellence.

It is a process where individual goals, team goals and capabilities are clarified and involves on-going feedback discussions between the RedR Personnel and their manager. These discussions provide for continuous learning and professional development in line with organisational strategic goals.

Principles:

The Performance Management process is conducted in line with RedR’s mission, values, and strategy.

The Performance Management process emphasises meaningful and value-add conversations centred upon:

- Role and clarity of expectations.
- Strengths and motivations.
- Challenges and frustrations.
- Two way feedback.

- Learning and development.

The process referred to in this Policy provides a framework to shape conversations for regular and constructive discussions between managers and RedR Personnel, ensuring both informal and formal feedback is shared. The principles of fairness and transparency will apply, ensuring that both the RedR Personnel and their manager have clear expectations and are accountable for performance.

By allowing for mutual learning and individualising goals, development plans and accommodations, RedR Australia can ensure that it is following the Inclusion and Diversity principles.

Formal underperformance processes will be activated where a RedR Personnel demonstrates continued underperformance or poor behaviour.

6. Procedures

6.1 Performance Management Process

This section 6 applies to RedR employees and deployees only. References in this section 6 to RedR Personnel means a RedR employee or deployee. A reference in this section 6 to a manager includes reference to a deployee's host supervisor.

The Performance Module in ELMO has been designed to provide a framework for planning and reporting against organisational, team and individual goals.

The module sets out what needs to be completed and provides timely reminders to RedR Personnel and managers. As guidance, the People and Capability team have put together the following information:

Organisational Goals

All RedR Personnel will have organisational goals which will contribute to the strategic direction of RedR. The measures that fall under these goals will be determined by manager and RedR Personnel. Suggestions have been included in ELMO as guidance. Throughout the year, each RedR Personnel is to work towards these goals.

Team Goals

Each team will determine three to five goals based on the key deliverables. These goals are defined within the performance module, to allow the team to have clarity and accountability. Each team member will choose measures which are appropriate to their role.

Individual Goals

Individual goals are to be developed by the individual RedR Personnel in consultation with their manager, keeping consistent with the elements of the 70/20/10 rule:

- 70% job training,
- 20% mentorship,
- 10% on courses and formal education.

It is recommended that each RedR Personnel has one to three individual goals, which will be dependent on stage of career and developmental opportunities.

Staff can refer to the Performance module user guide below:

<https://redr.elmotalent.com.au/uploads/redr/files/People%20%26%20Capability/User%20Guide%20-%20Performance%20Module.pdf>

Performance will be evaluated throughout each 12 month period. Each RedR Personnel and their manager will meet at a minimum six times a year (and where possible once a month) in a formal one on one to discuss the progress of organisational, team and personal goals as well as creating an opportunity to share more formal two way feedback. The goals set at the beginning of the performance period will be utilised as the basis for the performance reviews recorded under the three, six, nine and twelve month checkpoints within the ELMO module.

Any disagreement on performance reviews will be resolved by the People and Capability team in the first instance. In the instance that there is still a discrepancy, this can be escalated to the Chief Executive Officer who will have the final decision-making ability.

The key objectives of the performance reviews are:

- appraisal of current work performance;
- work planning (including goal setting) for the next period;
- assessment of learning needs; and
- agreement on timeline for review and targets.

The performance review process aims at formalising and facilitating:

- two-way communication and open discussion;
- input into goal setting;
- monitoring and review of individual performance;
- increased job satisfaction (through achievement recognition);
- greater understanding of how one's work aligns with the strategic vision at RedR;
- clarity on expectations and requirements of work performance;
- career development (identifying strengths and how they might best be utilised) ; and
- appropriate leadership that supports RedR Personnel to achieve desired outcomes and career goals.

Decisions regarding salary and/or hourly rate adjustments will not be made during a review. A RedR Personnel is not guaranteed a salary and/or hourly rate increase following a performance review. The decision to increase an employee's salary and/or hourly rate is at the absolute discretion of RedR.

People and Capability or the RedR Personnel's manager will be responsible for managing the administrative requirements of the review process (e.g. sending reminders, ensuring forms are completed and meetings arranged).

Performance Improvement Plan

Where there are deficiencies in performance a performance improvement plan will be established by the manager in consultation with the RedR Personnel and the People and Capability Manager.

The performance management template will be used to record

- Issues/concerns with the performance
- Actions that are required to improve performance
- Support required/offered
- Comments from RedR Personnel based on discussions held
- Any outcome if requirements are not met
- Dates for review meetings

Performance plans are to be signed by the employee, their manager and witnessed by a People and Capability representative.

6.2 Underperformance and Misconduct Process

If a RedR Personnel notices underperformance or misconduct, in the first instance, they are encouraged to address the matter with a RedR representative and if a deployee a RedR representative and the host supervisor. If the identified issues remain unresolved after informal discussions, the below process should be followed:

In the case of a deployee, a RedR Deployment Officer will provide advice in addressing the matter and may facilitate the process to address or clarify the matter with the host agency to genuinely resolve the matter.

Any feedback or allegations of underperformance or misconduct received relating to a RedR Personnel will be followed up by a RedR representative by requesting further information from relevant parties and/or the host agency.

Investigation

In some circumstances, RedR may deem it appropriate to conduct a formal investigation of unacceptable performance or behaviour/misconduct. RedR holds full discretion to stand any RedR Personnel down (including withdrawing a deployee from the field) whilst the matter is being resolved or during an investigation. The decision to do this will be considered on a case by case basis. Prior to any stand down action, RedR will provide in writing the reason(s) for the suspension and an estimated timeframe for the investigation. The health, safety and security of the RedR Personnel will remain our priority during the process.

The person in question will have the opportunity to respond to any feedback or allegations and may be accompanied by a support person during the meeting. A support person is not to advocate on behalf of the RedR Personnel being investigated, however may provide emotional support or assist in clarifying/explaining a response if the RedR Personnel has difficulty communicating a response during meetings.

Where the underperformance or allegation of misconduct is substantiated, RedR (in conjunction with the host agency if a deployee) may introduce a set of agreed steps with the RedR Personnel, who is expected to increase performance or standards of conduct.

In substantiating a finding, RedR will consider the following:

- Balance of probabilities and the reasonable person test
- Impact on complainant, severity, and frequency of behaviour
- The impact on the organisation in terms of its exposure to vicarious liability claims and/or damage to its reputation
- Policy contravention

If found to have occurred, RedR may categorise as:

- Potentially unlawful
- Breach of policy/code
- Unreasonable
- Under performance
- Unprofessional
- Reasonable in all the circumstances

Disciplinary Actions

Formal performance management and discipline procedures including summary termination or early withdrawal from the field may be initiated for continued underperformance and unacceptable behaviour of a RedR Personnel.

The disciplinary procedure can be made up of five steps depending on the severity of the issue:

- Verbal Warning
- Written Warning
- Final Written Warning
- Notice of Termination
- Summary Termination

All warnings issued will include a clear statement of specific concerns about the RedR Personnel's performance or conduct, expectations regarding the resolution of these matters and the time in which these improvements are to be achieved.

In most circumstances RedR will commence the procedure at a verbal warning though in more serious cases, the procedure may commence at final written warning. For cases of serious misconduct, summary dismissal (termination) and/or immediate withdrawal will apply.

Verbal Warning

A meeting will be held to discuss the RedR Personnel's performance, where there will be the opportunity for both parties to explain the issue and the position. RedR will consult with the RedR Personnel (and host agency for deployee) about agreed expectations and a timeline for review. Continued poor performance or unacceptable behaviour will lead to further disciplinary actions.

Written Warning

If the performance or conduct fails to meet the required standard in the agreed timeline, or where the same or a related problem occurs within twelve months of the end of the review period, RedR shall hold a meeting with the RedR Personnel at which point they will have the opportunity to respond. RedR shall issue a written warning outlining the corrective action required, and a final timeline to meet the required standard.

Final Written Warning

A final written warning contains the same information as a written warning, however will be identified as a Final Written Warning.

Notice of Termination

Where the unsatisfactory performance or conduct continues, or where the same or a related problem occurs within twelve months of the final review period, RedR may terminate the employment/deployment with notice.

RedR will hold a meeting where the RedR Personnel will be given the opportunity to explain their actions. A written document will be provided to the RedR Personnel and RedR will confirm the facts relied upon to justify the warning(s) and notice of termination.

Summary Termination

Serious misconduct and negligence may lead to summary dismissal. In these circumstances the RedR Personnel will be provided with a final opportunity to respond as to why their employment should not be terminated. The RedR Personnel may have a support person present at any discussions relating to dismissal. If substantiated, no payment of notice is applicable.

Situations which may warrant summary dismissal would include, but are not limited to:

- Acting in conflict with the best interests of RedR

- Failing to obtain written consent from RedR on discovering a conflict between the RedR Personnel and RedR's interests
- Engaging in any business or employment other than for RedR except with prior written consent of RedR
- Competing with RedR
- In performing an RedR Personnel's duties, accepting any financial or other benefit except from RedR
- Damaging the reputation of Red R
- Using RedR's IT Systems for excessive or unreasonable personal use, to view or distribute unlawful material, or material which may be regarded as offensive or inappropriate; or to copy, disclose or use material in breach of RedR policies and procedures
- Unlawfully discriminating against, bullying or sexually harassing another person or failing to comply with any laws applying to employment
- Disclosing confidential information except where disclosure is required by law, in the performance of the RedR Personnel's duties or is permitted or required by RedR
- Misusing confidential information
- Carrying out duties in a negligent manner
- Failing or refusing to obey any reasonable and lawful instruction regarding the performance of duties
- Seriously or persistently breaching a policy or procedure
- Failing to comply with any obligation imposed by any applicable laws
- Providing false or misleading information
- Failing to hold all necessary visas and meet all immigration requirements
- Failing to disclose any matter which does or may render the RedR Personnel unfit to perform some or all the duties required.
- Failing to immediately notify RedR if a RedR Personnel is found guilty of any criminal offence which in the opinion of RedR may affect or may bring RedR into disrepute or affects or may affect the ability to carry out duties properly
- Being precluded from working in Australia or country of deployment for any reason.

Following Steps

An entry of the 'warning' given will be recorded in the RedR Personnel's personal file.

For notice for termination or summary termination, immediate removal as a RedR roster member may occur which will prevent future deployments.

Any disagreement on performance reviews will be resolved by the People and Capability team in the first instance. In the instance that there is still a discrepancy, the disagreement can be escalated to the Chief Executive Officer who will have the final decision-making ability. All RedR Personnel may also access the RedR Grievance policy and procedure.

7. Roles and Responsibilities

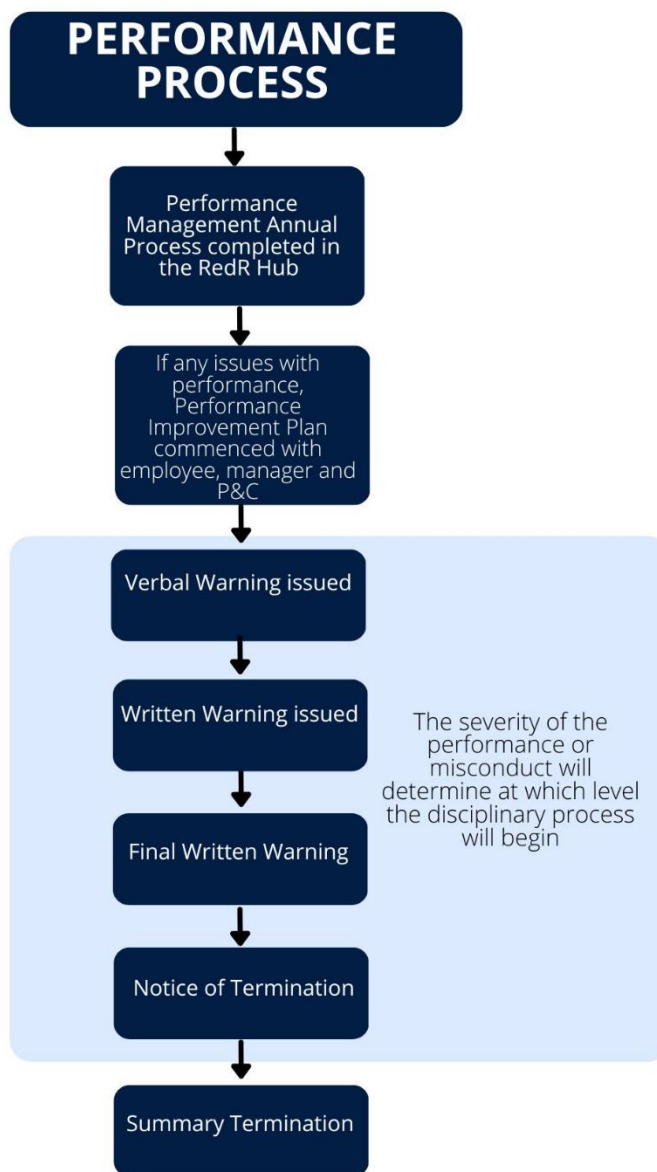
The RedR People & Capability manager is responsible for ensuring the policy:

- Aligns with relevant legislation, government policy and / or RedR requirements/strategies/values.
- Is Implemented and monitored.
- Is reviewed to evaluate its continuing effectiveness.

The People & Capability team is responsible for the application of the performance plan on ELMO. They will:

- Review and evaluate its continuing effectiveness.
- Assign for both existing and new RedR Personnel.
- Train staff on the use of the performance management plan.

8. Flow Chart



9. Definitions

Individual Goals RedR Personnel’s personal goals related to their work with Redr

Misconduct Unacceptable or improper behaviour

Organisational Goals All RedR Personnel will have organisational goals which will fall under the three headings of Communication, Culture and Compliance

Policy means this Performance Management policy

Team Goals The combined goals of RedR teams that align to RedR’s values and policies

Performance Management Policy

10. Related Policies and Documents

RedR Staff Terms and Conditions
RedR Code of Conduct
RedR Inclusion and Diversity Policy
RedR Grievance Policy
User Guide-Performance Module

11. Document Control

Reviewed by:	People & Capability Manager
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