



Enrich User Guide

Purpose: This document provides a summary of the main processes involved with the Enrich Performance Management system and is intended to service as a guide only. For additional information please refer to the related documents and policies listed below.

Relevant to: All USQ employees

Related documents: *The University of Southern Queensland Enterprise Agreement 2014 – 2017*

Related Policies: [Performance Planning and Review Procedure](#)
[Improving and Managing Unsatisfactory Performance Procedure](#)
[Appointments: Probationary Procedure](#)

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Definition of Terms

For the purpose of this document, the following definitions apply:

Enrich

Enrich is the University's performance management program. Enrich has been designed to support and facilitate improved performance and identify any development opportunities for employees.

Enrich ePerformance

The online performance management program for Enrich. This system contains all relevant forms associated with the University's performance management processes.

Enrich Goal Setting*

A process that clearly sets expectations and goals for an upcoming period. This process is for new employees or any existing employee who has commenced in a new position within the University.

Enrich Interim Review*

A mandatory component of the Enrich program that takes place six months after the employee has completed their Enrich Performance Review. This process looks at the goals set in the Enrich Performance Review to determine if the employee will be able to achieve these goals and if they are still realistic and relevant. This process now has an assessment component similar to the Enrich Performance Review. Supervisors will be required to assign an overall assessment of the employee's performance. Please see Chapter 4 for further information.

Enrich Performance Review*

A formal process which occurs between the employee and their supervisor. The review will look at elements such as:

- assessment of employees past goals (i.e. did the employee achieve their nominated goals?);
- review of achievements over the past 12 month period (including professional development);
- creation of new performance goals for the upcoming period;
- identification of potential professional development opportunities; and
- assigning an overall rating of the employees performance.

Peer Nomination

The ability for an employee to nominate another USQ employee to provide comments or feedback on their performance or contribution to the University. This feedback will not contribute to the overall rating of the employee, however, it provides employees with the opportunity for their efforts to be acknowledged.

Performance Improvement Plan (PIP)

A plan to assist employees where performance or behavioural issues have been identified:

- initiated by the employees supervisor
- sets goals to address performance or development issues
- identifies specific actions to be taken by the employee.

SMART Goals

A type of goal setting where each letter defines a criterion to be included in the overall objective. A SMART goal is defined as being ***Specific, Measurable, Achievable, Realistic/Relevant and Time-bound***. When applying this principle to a goal, it will help to ensure the goal is clear and specific.

Self-Evaluation

An employee's evaluation of how they have performed in relation to the criteria in the Review.

Supervisor

Any employee who has direct reports in the approved organisational structure of the University as recorded in the University's Human Resources Management System (PeopleSoft).

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Chapter 1: Introduction

Overview

Performance management is about aligning the organisation's objectives with the employee's agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on continuous improvement, learning and development in order to achieve the overall business strategy and to create a high-performance culture.

In order to achieve and sustain this culture, it is a necessity to review an individual's performance to ensure goals are being reached, behaviours are aligned with the Code of Conduct, developmental goals are being achieved, and if necessary, reassess goals and identify better ways to do things to reduce inefficiencies.

The collective efforts of individuals, and also work teams, are essential in the development and performance of the University. The performance review process is a key activity to be undertaken by employees and supervisors in order to clearly identify the clarification of individual's roles, responsibilities and expectations to assist with this development.

In order to assist USQ achieve this, the Enrich performance review system has been designed to provide both the employee and their supervisor with an opportunity to meet and discuss an individual's performance and achievements, agree on what should be focused upon in the upcoming period, and identify potential opportunities relating to an individual's role and career development. In addition, recognition of achievements can be easily identified and rewarded.

This User Guide has been designed for both USQ employees and supervisors to provide practical help and assistance with conducting the most effective and timely performance reviews. It includes definitions of terms, an overview of Enrich and the processes involved, the different forms associated with Enrich, goal setting and a guide to performance ratings. For more information regarding performance management at USQ refer to the [Performance Planning and Review Procedure](#).

Why Performance Management is necessary

As USQ continues to grow, it is integral that employees and supervisors regularly meet to discuss an individual's aspirations and performance and to clearly set expectations. Performance reviews should occur formally (e.g. Enrich) and also informally through ongoing recurrent feedback. The meetings are important as they can:

- facilitate regular, meaningful and constructive communication between employees and supervisors;
- ensure the employee's focus is aligned with the overall strategy of the University;
- promote employee accountability;
- set expectations for both the employee and supervisor;
- provide a confidential place to discuss any issues or concerns;
- identify development opportunities;
- support employees with career progression and professional development;
- proactively deal with and manage poor performers and performance issues.

Chapter 2: Enrich Program

Enrich is a formal process which provides both the employee and their supervisor with an opportunity to meet and discuss an individual's performance and achievements, agree on what should be focused upon in the upcoming period, and identify opportunities relating to an individual's role and career development. The emphasis is on improvement, development and creating a high-performance workplace while working towards achieving the overall objectives of the University and also the goals of the employee.

Enrich has been designed as a participative process to encourage continuous engagement between an employee and their supervisor that is based on mutual trust, respect and support. Both the employee and the supervisor are jointly responsible for ensuring the success of the program and for engaging in constructive, thoughtful and meaningful discussions about performance and developmental goals.

All employees will participate in at least two reviews each year; the annual Enrich Performance Review and also an Interim Review which is to be completed six months after the annual review. The Enrich system also includes a Performance Improvement Plan (PIP) to assist supervisors with employees who are not achieving their objectives or where performance issues are present.

Scope

The Enrich Review process program applies to all continuing and fixed-term employees.

Objectives

The objectives of Enrich are to:

- improve performance by helping to create a culture of performance excellence;
- create clear performance and development goals that align with the objectives of the relevant work unit and the University;
- enhance communication between supervisors and employees;
- recognise staff that are exceeding the performance expectations of current key position responsibilities;
- identify areas of development as they relate to the current and evolving job requirements and career paths;
- identify obstacles or challenges that may interfere with the achievement of individual objectives/goals;
- enhance the involvement of staff in decisions relating to their performance and development activities;
- assist with improving and managing unsatisfactory performance;

Timing

Employees are required to have completed their Enrich Performance Review by April of each year (dependent on their work unit's requirements), with the Interim Review being completed six months after the annual review.

It is expected that the relevant supervisor will provide regular ongoing performance feedback throughout the year and will action any performance related issues immediately.

Do not wait until the next review to address things that need to be stopped, changed or improved right now.



All performance management reviews at USQ are to be completed at set times to ensure that all reviews and plans are aligned with the future objectives of USQ. This following matrix outlines the requirements and timelines:

Who	What	How	When
Category One Delegate	<ul style="list-style-type: none">Annual Performance ReviewDefine University goals and objectivesPlan strategy to achieve goalsIndicate how performance will be measuredAllocate timeline	Enrich Performance Review incorporating Goal Setting Plan	No later than 9 November each year
Category Two Delegate	<ul style="list-style-type: none">Annual Performance Review based on Category One Delegate planAllocation of goals and objectivesPlan strategy to achieve goalIndicate how performance will be measuredAllocate timeline	Enrich Performance Review incorporating Goal Setting Plan	No later than 30 November each year
Category Three Delegate	<ul style="list-style-type: none">Annual Performance Review based on Category Two Delegate planAllocation of goals and objectives	Enrich Performance Review incorporating Goal Setting Plan	No later than 31 December each year

	<ul style="list-style-type: none"> Plan strategy to achieve goal Indicate how performance will be measured Allocate timeline 		
All remaining employees	<ul style="list-style-type: none"> Annual Performance Review based on Category Three Delegate plan Allocation of goals and objectives Plan strategy to achieve goal Indicate how performance will be measured Allocate timeline 	Enrich Performance Review incorporating Goal Setting Plan	No later than 30 April each year
All employees	<ul style="list-style-type: none"> Compulsory Interim Review based on the employees Enrich Performance Review Determine if goals are still relevant and/or on track Assign new goals if required 	Enrich Interim Review	Six months after the completion of the formal Enrich Review
New employees, or employees appointed to a new position within USQ	<ul style="list-style-type: none"> Goal Setting Plan to establish expectations and goals for the employee. Subsequently forms part of Enrich Review 	Enrich Goal Setting Plan	Within four weeks of commencement

Planning

The best outcomes for both the individual and the University are where broader organisational goals can be expressed and pursued at the level of the individual employee. In order to achieve this, the Enrich Program is informed by the University Strategic Plan. This high-level Plan requires Operational Plans to transfer the broader goals into work unit goals which can be used to help guide and assist the employee in creating meaningful individual goals.

It is important that both the employee and supervisor plan and actively participate in the review process. The planning process, including the actual review between an employee and their supervisor, is vital to ensure that all employees clearly understand what is expected of them and how they can deliver these objectives in the nominated period. By clearly articulating expectations, it not only helps ensure employees feel more confident in their role, but also helps outline how their position contributes to the University.

Monitoring Performance

Regular feedback is essential for all employees. Not only does it keep the lines of communication open and clear, it will also ensure that there are no surprises in the formal review. An employee should not be hearing about an issue for the first time in their review! An employee's performance should be monitored throughout the year and regular feedback provided in order to address any performance issues at an early stage.

A supervisor should be giving ongoing, balanced and constructive feedback which is focused on improving the employee's performance.

It is the responsibility of both the employee and supervisor to collect and keep records indicating an employee's performance or non-performance. This information is to remain confidential and can be included in the review process.

Probationary Procedures

It is the responsibility of the relevant supervisor to ensure that the employee's performance is monitored during the employee's probationary period.

Following commencing of a new employee, Human Resources will provide the relevant Delegate with instructions and timelines for completion of the necessary probationary reviews.

The [Appointments: Probationary Procedure](#) outlines all probationary requirements including timelines and documentation. Information for probationary employees will be retained in the Enrich ePerformance system managed by Human Resources at the conclusion of the probationary period.

Responsibilities

Enrich has been designed as a participative process to encourage continuous engagement between an employee and their supervisor that is based on mutual trust, respect and support. Both the employee and the supervisor are jointly responsible for ensuring the success of the program and for engaging in constructive, thoughtful and meaningful discussions about performance and development goals.

The employee is primarily responsible for:

- continuous self-review aimed at the achievement of a high standard of performance;
- thoughtfully demonstrating and evaluating the quality of their performance;
- highlighting work achievements in the last 12 months;
- identifying and resolving problems or concerns they might have during the year that may interfere with the achievement of agreed goals;
- clarifying and pursuing their learning and development needs; and
- acting on constructive feedback.

The supervisor is responsible for:

- ensuring that they are well prepared and can comment knowledgeably on the employee's performance and achievements;
- providing honest, constructive and confidential feedback and assessment of the employee's performance;
- providing developmental support to enhance the employee's personal and professional effectiveness;
- ensuring the employee has completed all mandatory training/inductions;
- actively discussing and working out leave plans for the upcoming period;
- recognising and acknowledging good/effective performance;
- identifying and managing poor/non-effective performance in a timely manner;
- promoting a supportive and cooperative work environment;
- discussing issues related to the employee's workload; and
- making recommendations on probation where applicable.

Chapter 3: Enrich Process

An Enrich Performance Review is to be completed annually. All new employees, or employees appointed to a new position within USQ, will be required to complete the Enrich Goal Setting which will then form part of their Enrich Review. All existing employees will complete the Enrich Review by April of each year with a compulsory Interim Review being undertaken six months after the completion of the formal review.

The provisions for direct and indirect feedback on performance throughout the Enrich cycle enables employees and supervisors to monitor progress towards mutually agreed goals and to make adjustments and provide further support where needed.



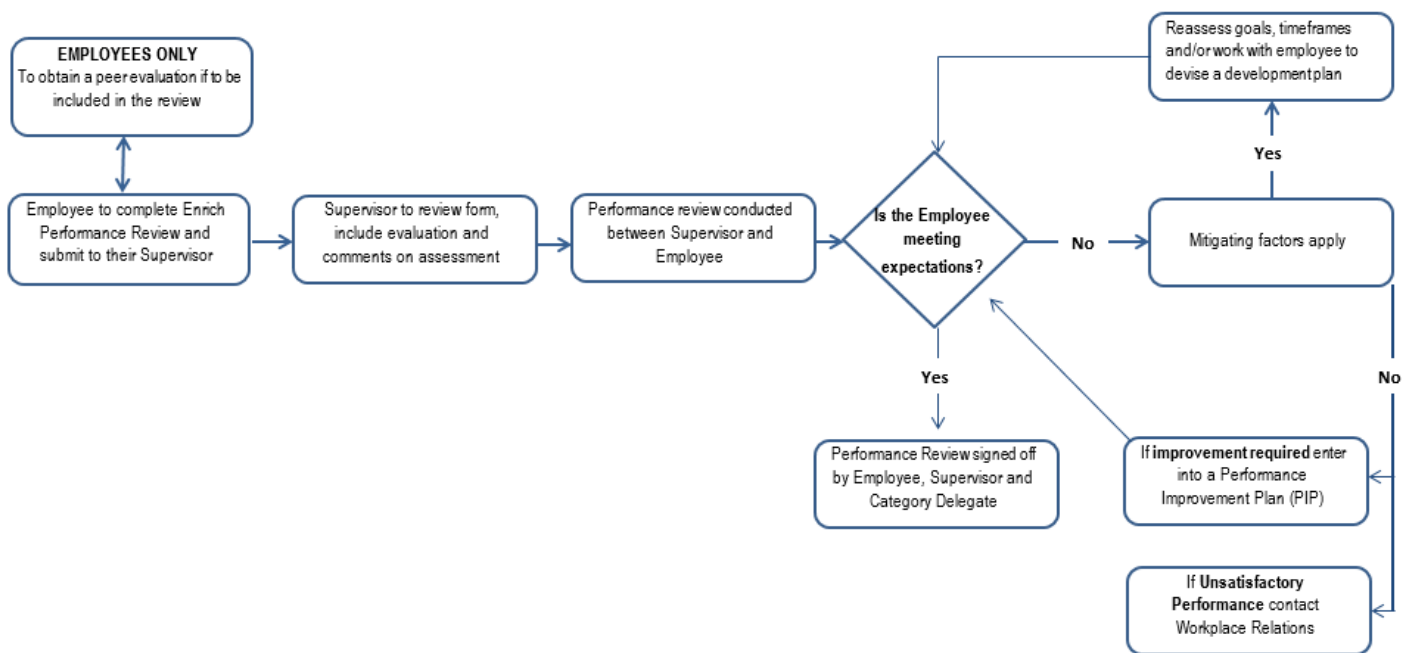
Throughout the Enrich cycle there are a number of processes occurring which may include:

- planning and setting expectations
- continual monitoring of employee performance and behaviour
- developing employees capacity to perform
- providing feedback
- rating the employee's performance.

The following outlines the general procedure for the Enrich Performance Management Review process:

- Employees are to complete their self-evaluation online through the Enrich ePerformance system.
- An employee can also nominate a peer review (optional).
- Once the self-evaluation has been completed by the employee, the employee's supervisor will be able to consider all the employees' comments.
- The supervisor will schedule a meeting with the employee to discuss their Performance Review and assess the employee's overall performance*.
- If an employee **is** meeting the expectations associated with their position, the review is finalised and stored confidentially in Enrich ePerformance system.

- If an employee **is not** meeting expectations, the supervisor needs to determine if there have been any mitigating factors contributing to this:
 - If **yes**, then the supervisor and employee will need to reassess the goals, timeframes and/or work with the employee to devise a development plan.
 - If **no**, and the rating is 'Improvement Required', the supervisor will need to establish a Performance Improvement Plan (PIP) and contact Human Resources.
- If the rating is 'Unsatisfactory Performance' the supervisor will need to contact Workplace Relations.



* Where an employee is not satisfied with the overall assessment recorded in the review they should initially discuss these concerns with the supervisor. Where the supervisor and the employee are unable to resolve the concerns, the employee can request that the matter is referred to the relevant Delegate for a review of the overall assessment. The relevant Delegate may seek further information from the supervisor and/or the employee. The relevant Delegate will consider all documentation and make a final decision.

Key Points

The performance review process is to be conducted in accordance with the principles of procedural fairness and transparency.

All relevant documents pertaining to an employee's Enrich Performance Review must be kept confidential.

Only upon the completion of Enrich will Human Resources be able to action any items (e.g. pay increments if applicable).

Chapter 4: Enrich Phases

There are a variety of phases that accompany the Enrich Performance Review process which reflects some of the unique differences in the way that work is organised and the focus of the individual's role.

The operational elements of the Enrich Program can help to provide this platform for collective efforts towards individual and organisational goals. The phases are:

- Enrich Performance Review (annual requirement completed by April of each year);
- Enrich Goal Setting Plan (to be completed by all new employees or employees who have commenced in a new position within the University).
- Enrich Probation Form (to be completed by professional employees by the due date advised by Human Resources. Academic staff probation is to be confirmed via the Enrich Annual Review)
- Enrich Interim Review to be completed six months after Enrich Performance Review);
- Performance Improvement Plan (PIP) (to be used by supervisors when an employee's performance requires further development and/or attention);

Enrich Performance Review

The Enrich Performance Review is completed by both the employee and the supervisor and focuses on the activities of the employee during the nominated period. The Review uses information provided in the Interim Review(s), where appropriate, in conjunction with other supporting documentation that demonstrates an employee's achievements and outputs against their nominated goals and responsibilities and duties.

The provisions for direct and indirect feedback on performance throughout the Enrich cycle enables employees and supervisors to monitor progress towards mutually agreed goals and to make adjustments and provide further support where needed.

The collection of data through these various phases serves several purposes, including the recognition of excellent work performance and identification of developmental opportunities. The data also informs processes outside the parameters of the Enrich program, such as confirmation of probation and managing unsatisfactory performance.

Goal Setting Plan

The Enrich Goal Setting plan is to be completed by the supervisor in conjunction with the employee. This phase is to be used for all new employees to the University, or any existing employee who has commenced in a new position. This phase should be completed within four weeks of commencement to the position and needs to clearly set expectations for the employee.

Interim Review

The Interim Review is a mandatory component of the Enrich process that is designed to enable constructive, formal feedback to take place during the nominated period and as such supports the ongoing, cyclical nature of performance management. The Interim Review provides the employee and supervisor with an opportunity to monitor and discuss the employee's progress against the set goals for the period in review and identify any potential issues that may prevent achievement of these goals.

As part of the Interim Review, supervisors will be required to provide an assessment of the employee's overall performance that represents the performance and outcomes during the first six month review period. Comments and examples must be provided to support the rating. Similar to the Enrich Performance Review (12 months), ratings are as follows:

Exceeds Expectations

- The employee consistently exceeds performance expectations both in terms of technical skills and commitment to the University's mission, vision and values.
- Performance is above expectations in terms of capability, efficiency, and mastery of their discipline.
- Performance is characterised by high achievement.
- The employee makes a significant contribution to the University and/or Department's success beyond their role.
- The employee is a role model for other employees.
- The employee requires minimal supervision.
- The employee has completed their annual mandatory inductions and compliance training.

Meets Expectations

- The employee consistently meets the level of performance expected for the position and from time to time exceeds performance expectations.
- The employee is capable and knowledgeable in most aspects of their work.
- The employee is reliable in achieving expected results.
- The employee has completed their annual mandatory inductions and compliance training.

Development Encouraged

- The employee's performance is adequate but does not consistently meet performance expectations.
- Work outcomes are not always consistent.
- A development plan and appropriate support should be agreed upon and reviewed at the scheduled interim review meeting.
- The employee has completed their annual mandatory inductions and compliance training.

*Improvement Required – Initiate Performance Improvement Plan (P.I.P)**

- Performance is not regularly meeting expectations.
- A Performance Improvement Plan (PIP) should be initiated.
- The supervisor should contact Human Resource for further advice when assigning an employee this rating.

*Unsatisfactory Performance – Contact a member of the Client and Employee Relations team**

- Performance is considered unsatisfactory and action is to be taken under the Managing Unsatisfactory Performance Policy and Procedure.

*A rating of 'Improvement Required' and 'Unsatisfactory Performance' during a review should not be the first indication of issues in the review as they should have been identified and discussed prior to the Enrich process. If one of these ratings is given, there must be conclusive evidence identifying the performance issue.

Employee's role

Provide evidence of accomplishments and work towards identified goals. Advise of any obstacles that may be preventing them from meeting their goals.

Supervisor's role

Provide feedback to the employee on their progress towards their goal/s. This is also an opportunity to discuss any performance issues that may need to be addressed.



Performance Improvement Plan (PIP)

The PIP has been designed to assist employees who are not meeting performance expectations, or where issues with an individual's performance or behaviour are apparent.

It is a general but realistic plan to assist the employee to develop their capacity and potential. For further information regarding performance improvement refer to the [Performance Planning and Review Procedure](#) and/or the [Improving and Managing Unsatisfactory Performance Procedure](#).

Performance Review Meetings

The objective of performance review meetings is to reinforce the need for the employee and the supervisor to meet formally at least twice (the Enrich Performance Review and the Interim Review) during the nominated period to review the individual's performance. To enable employees to contribute work effort in a way that assists the needs of the individual, work unit, and the University, there must be useful and timely feedback given to employees. Some elements to consider whilst preparing for, and during, the meetings are:

- The employee and the supervisor should discuss each goal and accountability.
- The employee should be given the opportunity to discuss achievements, concerns and problems, including support and feedback in relation to performance and career development.
- In some instances, persons from outside the immediate work area may also have a very good understanding and insight into the employee's work. In such cases, their feedback may be sought. Information collected by the supervisor from these third parties about an employee's performance must be confined to the agreed performance criteria.
- If the employee and/or supervisor considers that the work of the employee has been below the expected level, both parties should clarify and record respective perceptions of the performance and its causes.
- Staff may record any divergent views about the assessment in the Enrich ePerformance system. In such situations, the supervisor's next line manager will review the comments and the decision of the supervisor.
- Where a supervisor records that the overall assessment for an employee is unsatisfactory, this must be drawn to the attention of the relevant Category Delegate, which in most cases, is the supervisor's supervisor, and as soon as possible. The supervisor must contact Human Resources for further advice and assistance, as the Enrich Program does not include procedures for managing unsatisfactory performance.

- For staff not performing at the required level, the supervisor will initiate a Performance Improvement Plan which will clearly articulate how the individual will achieve their nominated goals and identify further development activities that are required. This initial first step of the process may also serve as the first step of the process required to be followed where unsatisfactory performance is identified by a supervisor.
- The University also encourages and supports a culture of continuous learning and performance improvement through ongoing professional and career development. During the review both the employee and supervisor can discuss and plan appropriate development activities for the upcoming period.

Ongoing informal discussions between the supervisor and employee and the provision for feedback about performance is expected throughout the nominated period of review. Neither interest is met where communication between supervisor and employee is limited to a biannual routine. Such workplace arrangements reflect little interest in the true development of the individual employee and are out of step with preferred USQ work practices.

A supervisor should also be providing feedback on the employee's performance including where problems have been identified and also noting any factors which were outside of the employee's control.

The employee is given an opportunity to comment on the feedback and to provide an explanation if any performance issues were to be identified.

All agreed training and development must be recorded in the Enrich Performance Review for the upcoming period.

Chapter 5: Goals

Goal Setting

Goal management is an important tool for organisations that aim to better manage individual efforts in a way that can be as strategic as it is effective. Goals can help to focus on an organisation and its employees on the most important and pressing organisational priorities. Having clearly defined and well-communicated goals assist individuals in knowing that what they are doing is important and valuable. Good goals, therefore, help to show that a person's work is *meaningful* and gives the employee an appreciation of how their work is connected to the work of others.

Further, when goals are integrated with the performance management system, they ensure that individuals are held accountable for areas of focus and that managers can track and monitor efforts and achievements and intervene if necessary. It is important to recognise that the Enrich Performance Management program is based on the University's Strategic Plan and aims to align individual goals with broader organisational goals.

For Senior Executive or academic employees, it is recommended that, where appropriate, in addition to short-term (six to twelve month) goals, employees are encouraged and supported to establish longer-term aspirational goals (up to a three year period) with 12-month 'milestones' to be entered against the goals. This not only provides the employee with a long-term objective but also provides supervisors with an opportunity to ensure that the employee's goals and activities are still aligned with USQ's strategic direction and they are meeting agreed performance expectations.

Professional employees up to USQ Classification Level 7 will be able to align their goals more clearly with their position description and task allocation with the use of key responsibilities, thus ensuring that the goals are appropriate and meaningful. For more senior positions, a capability framework has been established to help ensure the reviews are reliable and fair and to assist the employee to strive for continuous improvement.

Establishing SMART Goals

The concept of writing SMART goals is very important for accomplishing individual goals, which in turn, are linked to the Departments, Division, and University goals. It is also critical for ensuring good communication between employees and supervisors so that there are no surprises during the performance reviews as the goals have been clearly set and articulated to meet specific objectives.

Setting achievable yet challenging goals is vital to ensuring employees feel valued and engaged, as well as assisting the University to run more efficiently. Managers can work with employees to develop goals that are suited to the individual. Effective goals are strategic and follow the principle of SMART goals which are defined as ones that are **S**pecific, **M**easurable, **A**chievable, **R**ealistic/**R**elevant, and **T**ime-bound.

Chapter 6: Ratings

Guide to Performance Ratings

As part of the supervisor's 12 month review, they will provide an assessment of the employee's overall performance that represents the performance and outcomes during the review period. Comments and examples must be provided to support the rating.

Exceeds Expectations – Accelerated or Additional increment

- The employee consistently exceeds performance expectations both in terms of technical skills and commitment to the University's mission, vision and values.
- Performance is above expectations in terms of capability, efficiency, and mastery of their discipline.
- Performance is characterised by high achievement.
- The employee makes a significant contribution to the University and/or Department's success beyond their role.
- The employee is a role model for other employees.
- The employee requires minimal supervision.
- The employee has completed their annual mandatory inductions and compliance training.

Exceeds Expectations – Increment to next step (if applicable)

- The employee consistently exceeds performance expectations both in terms of technical skills and commitment to the University's mission, vision and values.
- Performance is above expectations in terms of capability, efficiency, and mastery of their discipline.
- Performance is characterised by high achievement.
- The employee makes a significant contribution to the University and/or Department's success beyond their role.
- The employee is a role model for other employees.
- The employee requires minimal supervision.
- The employee has completed their annual mandatory inductions and compliance training.

Meets Expectations

- The employee consistently meets the level of performance expected for the position and from time to time exceeds performance expectations.
- The employee is capable and knowledgeable in most aspects of their work.
- The employee is reliable in achieving expected results.
- The employee has completed their annual mandatory inductions and compliance training.

Development Encouraged – Increment to next step (if applicable)

- The employee's performance is adequate but does not consistently meet performance expectations.
- Work outcomes are not always consistent.
- A development plan and appropriate support should be agreed upon and reviewed at the scheduled interim review meeting.
- The employee has completed their annual mandatory inductions and compliance training.

*Improvement Required – Initiate Performance Improvement Plan (P.I.P)**

- Performance is not regularly meeting expectations.
- A Performance Improvement Plan (PIP) should be initiated.
- The Supervisor should contact Human Resource for further advice when assigning an employee this rating.

*Unsatisfactory Performance – Contact a member from the Workforce Support and Planning team**

- Performance is considered unsatisfactory and action is to be taken under the Managing Unsatisfactory Performance Policy and Procedure.

*A rating of 'Improvement Required' and 'Unsatisfactory Performance' during a review should not be the first indication of issues in the review as they should have been identified and discussed prior to the Enrich process. If one of these ratings is given, there must be conclusive evidence identifying the performance issue.

Chapter 7: Addressing Performance

If an employee's performance has been assessed as 'Improvement Required', the supervisor will need to initiate a PIP. The plan should contain detailed information regarding the performance problem, actions to be undertaken to improve performance, how the employee's performance will be measured and a set period of time for the improvements to take place. Another review will need to be held at the end of this time to determine if the set objectives have been reached.

If an employee's overall performance has been deemed to be Unsatisfactory through the Enrich Performance Review system, the supervisor must contact Workplace Relations.

For further information regarding Unsatisfactory Performance please refer to the [Improving and Managing Unsatisfactory Performance Procedure](#).



If there are issues with performance, it is important that they are addressed *quickly* and *decisively*.

If you are a supervisor and require additional information, contact the Client and Employee Relations team in Human Resources

Chapter 8: Finalising the Review

Once the Review has been completed, and all online documentation has been entered into the Enrich ePerformance system, the employee *must acknowledge the review process has taken place in order to finalise the process.*

If an employee does not agree with their supervisor's overall assessment, the employee will need to provide specific comments in the system as to why they disagree, then either acknowledge that the review has taken place, or seek a review of the overall rating *prior* to finalising the Enrich Performance Review.

Where an employee is not satisfied with the overall assessment recorded in the review they should initially discuss these concerns with the supervisor. Where the supervisor and the employee are unable to resolve the concerns, the employee can request that the matter is referred to the relevant Delegate for consideration. The relevant Delegate may seek further information from the supervisor and/or the employee. The relevant Delegate will consider all documentation and make a final decision. All documentation will be provided to Human Resources for further action and confidential storage.

All past review forms can be accessed through the 'Historical Documents' section in the Enrich ePerformance system. All documentation will be stored on confidential servers managed by Human Resources. Both the employee and supervisor will be able to access these forms at any time.