

## PERFORMANCE AND DEVELOPMENT POLICY

<b>Policy Name</b>	Performance and Development Policy
<b>Approved By</b>	Gym West Management Committee
<b>Policy Coverage</b>	Coaches, Judges, Staff and Volunteers
<b>Date of Approval</b>	20/10/2020
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## POLICY STATEMENT

Gym West is committed to effective ongoing performance management for all coaches and staff.

## POLICY AIM

The aim of this policy is to manage employee performance so that it benefits the employee and Gym West. Performance Management will enable all staff to carry out their job to the best of their ability and develop their skills in line with the needs of Gym West and the club's business objectives.

## POLICY PURPOSE

The purpose of this policy is to ensure that a consistent approach is followed for conducting Annual Performance Reviews, and that job-related skill and knowledge, and employee competencies and behaviours, are evaluated and compared against set standards and business objectives.

## SCOPE

This policy applies to all staff employed at Gym West

## POLICY DETAILS

Performance and Development Policy (PDP) provides support to build the knowledge and skills of our people and performance. The success of our people is vital to the effective operation of Gym West and we depend on all members of our team to contribute their best.

Performance management is about working in a way that will enable continuous performance improvement in line with the Gym West's direction and will at the same time increase staff innovation and job satisfaction.

## PRINCIPLES

Gym West's Performance and Development Policy (PDP) is guided by the following principles:

- All Head Coaches responsible for conducting performance management shall be appropriately trained and be mindful of unconscious bias, diversity, gender equity and non-discriminatory approaches to performance discussions and decisions.
- A strong commitment to staff/coach development.
- Recognition that all parties are committed to quality performance management.
- Recognition that quality performance management is part of quality management, resulting in enhanced performance.
- Recognition that development and performance are linked.
- Performance management implies the provision of adequate developmental opportunities that allow optimum performance.
- Performance management must consider a staff member's personal goals and career aspirations and seek to integrate them into the overall goals of the Gym.

## RESPONSIBILITIES OF THE ORGANISATION

The President and Management Committee has the responsibility and authority to foster a culture in which performance management is an integral part of Gym West.

Senior Coaches/Staff have the responsibility and/or authority to:

- establish consistent implementation and maintenance of performance management within the principles of the Gym West framework with at least one formal performance review each year.
- ensure all coaches/staff actively participate in performance management.
- ensure easy access to all relevant policies and guidelines.
- ensure they themselves are appropriately trained and skilled to manage the performance of their staff/coaches.
- ensure that the performance management process is consistent with the appropriate Gym West policies and guidelines, including anti-discrimination and affirmative action policies.
- Always demonstrate good management practices and behaviour.
- provide encouragement to all coaches/staff members, both as individuals and as team members to achieve Gym Wests objectives and their own potential.
- use a co-operative and consultative approach in dealing with performance issues as they arise.
- take appropriate, positive and timely action where performance does not meet the agreed outcomes and standards.
- Always maintain confidentiality with performance management information; and consider use of 360-degree feedback processes as appropriate.
- develop and communicate their area's goals, priorities and performance indicators.
- assist staff to develop individual performance and development plans which document mutually agreed goals and performance expectations, with at least one formal performance review each year.
- demonstrate leadership in their commitment to performance management including an understanding of unconscious bias, non-discriminatory practices diversity and gender equity.
- ensure that the performance of all staff is managed in a structured way, in accordance with this policy and the guidelines which support its implementation.
- ensure that staff are assisted to meet and supported to continuously improve and exceed performance indicators.

All staff/coaches are expected to:

- understand how their role contributes to the achievement of Gym West
- share responsibility for the development of their own performance development and management plan.
- actively participate in discussions regarding performance goals and outcomes relevant to the objectives of their work area and Gym West.
- adopt a co-operative approach to the review of their performance against agreed outcomes and ongoing self-review of their performance goals and actions.
- explore and implement strategies for continuous improvement; and explore and access personal growth and development opportunities.

#### **BREACH**

Where a member believes this policy has been breached, they are able to make a complaint by referring to Part D – Complaint Handling Procedure of the Member Protection Policy.

## APPENDIX 1 – PERFORMANCE CONVERSATION TOOL FOR HEAD COACHES

### Professional Development Starter Questions:

#### Conversations

*The questions you ask your direct report should be centred on the goals. Types of questions to ask your direct report to start the conversations with could include:*

#### Professional Development

- What successes do you feel you have had recently in your job? Why were they a success?
- What important issues have you been addressing?
- In what ways do you feel you motivate others on your team?
- Do you have a strategy for influencing others?
- Have you had a recent circumstance that required you to manage conflict? How did you handle it?
- Which relationships are particularly difficult for you at work?
- Where and how could you improve the effectiveness of your team?
- What tough decisions have you had to make in your job recently?
- What changes have taken place in your work area recently? What opportunities or challenges do you feel they create for you?
- What decisions are easiest for you to make and which ones are the most difficult? Why?
- In what ways are you soliciting feedback about your performance?

#### Career Guidance

- What prompted you to take this position?
- What areas of your career would you like to develop?
- What do you see as the next logical step? What doubts do you have that you may not be able to reach the next step?
- What is your long-term vision for your career?
- What are your educational goals?

#### Personal Development

- What are your current strengths and developmental areas?
- What steps would you like to take to improve in these areas?
- What individuals' competitions /events have most impacted who you are?
- Do you feel that your work life balance is effective?
- What are you passionate about?