

People and culture framework

Real Connections



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Introduction

The People and culture framework enables a clear line of sight between planning, measuring and monitoring of Employee outputs as they align with HCO's Strategic plan of investing in people and developing a positive culture.

Employer of choice strategy

- » Developed success profile, attraction recruitment, retention, development (i.e. scholarships), induction and training, rostering, remuneration strategies.
- » Workforce development succession planning
- » Technology enablers

Our community and the NDIS Quality and Safeguarding Commission expects that HCO Employees will deliver services that are of value to them and in a manner that upholds HCO values, ethics and principles. Generating value will influence trust and confidence in HCO services.

People management is fundamental to ensuring HCO delivers services effectively and efficiently. At its most effective, people management provides the foundation for a culture of productivity, growth and excellence in service delivery.

Employee progress measurement is a key management strategy that supports positive partnerships between Managers and Employees and a basis for effective leadership. It is a core commitment to developing and supporting our staff, through meaningful, regular progress conversations, Managers and Employees can build a shared understanding of expectations, including what success looks like, and how it can be supported, achieved and maintained.

Definitions

Manager - A member of HCO team with Supervisor/Management responsibilities. In this case includes:

- » Chief Executive Officer
- » General Manager
- » Manager – Client Services
- » Senior Practitioner – Client Services
- » Manager – Quality, Safety and Risk
- » Manager– People and Culture
- » Manager – IT and Systems
- » Financial Controller
- » Coordinators
- » Team Leaders
- » Senior Support Workers

Employees – A person who is employed by HCO for the purpose of delivering specific roles required to meet service delivery requirements and strategic objectives.

Employee review – A meeting held between a Leadership Team member and an Employee around the performance of an Employee within their role.

Employee progress and development plan – A plan developed between a Manager and Employee outlining agreed goals around the performance and development of the Employee.

SMART goals – A goal which is specific, measurable, achievable, relevant and time framed.

NDIS Practice standards – The benchmark for providers to assess their performance, and to demonstrate how they provide high quality and safe supports and services to NDIS participants.

KPI's - Key performance indicators which outline role expectations and level of achievement.



Purpose

This framework provides an integrated process for recruitment and onboarding, probations, Employee review, development and assessment in addition to a transparent monitoring process through which performance will be assessed, including appropriate responses to poor performance and where performance concerns arise and learning and development.

Reward and recognition, succession planning and retention are essential for the Identification and recognition of high performance in order to share lessons and improvements across HCO operations.

Scope

The People and culture framework encompasses all of the design and decision making functions, policies and procedures, defined management responsibilities, relevant professional capabilities and the administrative resources allocated to enact, monitor, review and adapt the performance management and development process within HCO.

The responsibility for the establishment and administration of the People and culture framework rests with the Manager – People and Culture with support from the HCO Leadership Team.

People and culture policies and procedures relate to the functional responsibility of Managers, Coordinators, Team Leaders and Senior Support Workers to ensure Employee’s activities, outputs and development are in line with HCO strategic goals.

Job analysis	Recruitment and onboarding	Performance and development plan	Reward and recognition	Dispute and grievance management	Learning and development	Succession planning and retention
Job and person description	Selecting talent	Setting expectation and accountability	Identify great performance	Setting performance standards	Skill gap analysis	Identify high performers
Setting KPI’s	Setting expectations	Goal setting using SMART goals	Reward great performance	Coaching to reduce poor performance	Coaching and mentoring	Career/ succession planning
Recruitment processes	Setting performance standards	Annual reviews	Feedback	Feedback	Training and development	Recognition for high performers
Skills gap analysis	Onboarding and orientation	Continuous improvement	Reinforcing values and behaviours	Counselling and discipline processes	NDIS Practice standards	
NDIS Practice standards	Remuneration strategy					

Governance arrangements

This section outlines the arrangements that govern the activities, roles and responsibilities of the Leadership team to operationalise this framework.

Roles and responsibilities

The **Human Resources Team** are responsible for:

- » implementing this framework within their area of responsibility and accountability
- » ensuring all Employees are aware of and understand the Codes of ethics and conduct and relevant policies and procedures within this framework
- » providing Managers with the appropriate guidance and training to ensure the correct implementation of the framework
- » maintaining accurate records of any investigations, evidence or procedures enacted under this framework
- » seeking and/or facilitating industrial advice, before proceeding with a decision of termination of employment if not within probation
- » the members of the Leadership Team are responsible for monitoring and reviewing the overall performance of their direct line Employees.

Managers and Supervisors are responsible for:

- » implementing this framework in their area of responsibility and accountability
- » providing all Employees with a position description, which defines both the responsibilities and behaviours (as necessary to reflect HCO's values) of their position
- » communicating the required performance and behavioural standards to Employees during induction, the probation reviews and at Employee review meetings
- » ensuring that all Employees are aware of and understand the Codes of ethics and conduct and included policy and procedure within this framework
- » providing Employees with suitable instruction, direction, training and supervision to meet required standards
- » conduct Employee reviews using SMART goals
- » reporting all incidents promptly and accurately to relevant departments for documentation and compliance
- » identifying and addressing unsatisfactory performance or misconduct when and as it occurs; and keeping accurate records of any investigations, evidence or procedures enacted under this policy.

The **Chief Executive Officer** (CEO) is responsible for:

- » providing final approval for Employee appointments, remuneration, performance, development and terminations
- » providing an appropriate level of support when further escalation is required.

Employees are responsible for:

- » objectively assessing and reviewing their own progress and behavior, based on feedback from their Manager and/or peers
- » reporting all incidents promptly and accurately to their Manager
- » cooperating fully and honestly in any disciplinary investigation
- » cooperating and participating constructively in the improvement of work performance, conduct and any other outcomes identified during the counselling and disciplinary process
- » participating in any training or re-training required as an outcome of a workplace investigation or to achieve the progress objectives
- » maintaining confidentiality of any information pertaining to an incident under investigation
- » discussing any potential barriers to meeting progress expectations and assist in finding solutions
- » where practical, assist the Manager to identify changes to workplace practices or procedures which would reduce risk of incident re-occurrence.

Key performance indicators

Key performance indicators (KPI's) will be established for each progress target within the Strategic plan. Performance against these indicators is reported on a regular basis as per this framework. The progress of teams will then be assessed in terms of whether it's meeting performance targets for each KPI.

Individual Employee progress and development plans will reflect how each individual will assist in the achievement of the team KPI's.

Supporting indicators

In addition to KPI's a range of service and other measures/standards will need to be considered when assessing the progress of Employees. These other measures/standards allow for a more detailed analysis and interrogation of a broad range of factors that may impact on this progress, this will provide a more comprehensive understanding.

The level of concern in each case will be determined by the particular indicator:

- » The seriousness of the issue
- » The level of risk
- » The speed of which situation could deteriorate
- » The length of time required to achieve turn around.

Service measures/standards may include objectives set out in:

- » HCO Strategic plan
- » HCO Risk management plan
- » NDIS Code of conduct
- » NDIS Practice standards
- » any relevant policy and procedure as adopted by HCO

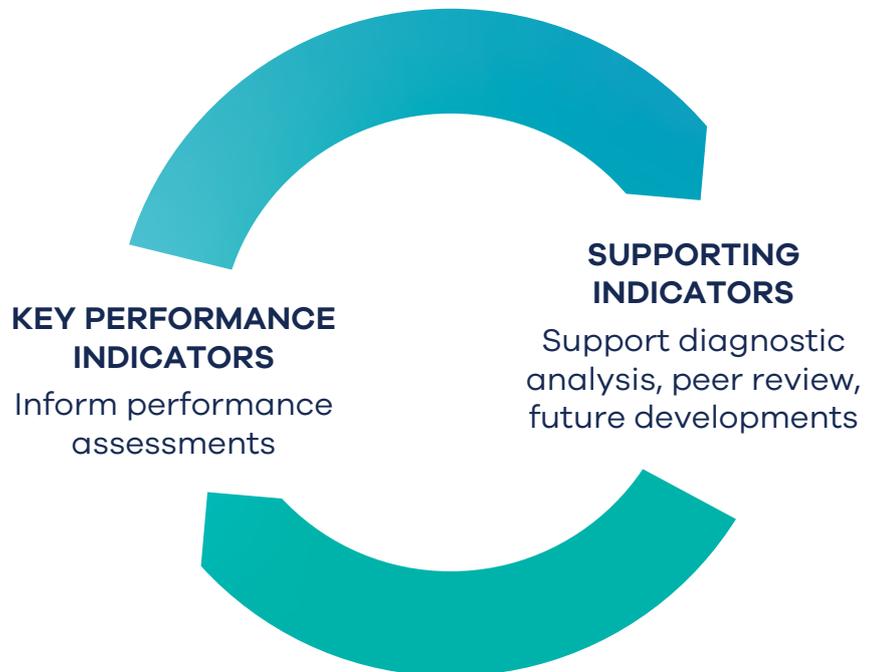
Other measures/standards which may be considered with regard to people management include:

- » HCO Code of conduct
- » HCO Code of ethics
- » Job and person specification
- » Employee progress and development plans
- » Legislation relevant to HCO functionality and service delivery standards
- » any qualifications required to perform as a HCO Employee to achieve the relevant objectives.

These measures may assist with:

- » benchmarking
- » workforce planning
- » compliance
- » development

by providing insight into future focus areas of HCO.



Managing progress

The strategic intent of the People and culture framework is to invest, improve and enhance the progress of Employees and Managers, when working to achieve the strategic goals of HCO. People management and development provides the opportunity to optimize Employee progress by building a shared understanding of expectation and responsibilities, also ensuring accountability for delivery through a clear understanding of their role. It is a supporting mechanism for continuous improvement, through the provision of timely, constructive feedback and the ongoing development of the Employee skills, competencies and behaviours.

People management and development also provides a supporting platform for HCO to encourage, challenge, mentor and develop Employees to reach their individual and organisational potential, succession planning and retention of Employees.

To achieve successful people management outcomes, our Leadership Team will ensure tools include the following attributes:

- » **Transparency** - Clear agreed progress milestones to achieve targets
- » **Accountability** - Clear roles and responsibilities so all Employees understand the roles they play in ensuring the progress expectations of HCO are met
- » **Responsiveness** - Performance issues are identified early and responses are timely
- » **Predictability** - It is clear what constitutes good progress and when concerns arise what responses are required
- » **Integrated** - The People and culture framework incorporates HCO strategic directives and links those objectives to safe, effective and efficient service delivery
- » **Consistency** - Responses to poor progress are proportionate to the issue being addressed and appropriately risk assessed
- » **Recognition** - Sustained and/or superior progress is appropriately recognised and good practice lessons shared
- » **Informed decision making** - The People and culture framework provides a process for pre-emptive and pro-active decision making to support current and future service needs.

Unsatisfactory progress

The appropriate management of unsatisfactory progress is integral to the success of the People and culture framework. Unsatisfactory progress should be viewed as a distinct subset of people management and development that applies when issues are identified that cannot be addressed through a progress optimisation process. It is a way of escalating progress concerns to a more formal level when regular conversations or supervision meetings occurring as part of an Employee review process have not generated an improvement in progress or behavior by the Employee to the required standard.

Detailed processes relating to the management of unsatisfactory progress and/or misconduct is available within the counselling and discipline procedure.

Progress requirements

Minimum standards

The minimum standards for people management require that:

- » Employee reviews are to be conducted annually (including Leadership Team)
- » each Manager will report, at request to the CEO, the percentage of reviews completed within their department and provide a schedule review plan showing Staff reviews due for completion.

Leadership and direction

In order to be well prepared, informed, consistent and accountable, with regard to people management, the CEO and Leadership Team will:

- » ensure all Employee actions comply with the HCO Codes of Conduct and Ethics at all times
- » ensure all individual and team outputs align directly with the HCO Strategic Plan
- » consider how individual and team goals align with other relevant HCO plans
- » consider how people management tools will reinforce and meet HCO's core values and contribute to HCO's culture
- » consider how individual Employee progress and review planning will contribute to the development of a competent and highly skilled workforce
- » ensure all People and culture framework information is available and processes are clear to all Employees
- » ensure that 100% of Employees have an Employee progress and development plan in place.

Policy and procedure framework

In order to maintain a definitive and comprehensive performance management framework HCO will:

- » ensure Employees understand what people management is and why it is used
- » ensure each policy and procedure developed includes requirements, expectations and review frequency
- » ensure a clear process is developed and implemented to support HCO Managers and Employees
- » ensure processes are in place to assist in timely management of unsatisfactory progress
- » ensure the method for recording and storing Employee progress and development plans appropriately maintains confidentiality and enables the ongoing use of the plan.

Progress objectives and standards

To ensure the People and culture framework will align with the Strategic plan, relevant operational plans, the Codes of conduct and ethics and Job and person descriptions, the Leadership Team will aim to:

- » create a clear link between team deliverables and the goals set out in the Strategic plan and any relevant operational and workforce plans
- » create a clear link between individual Employee progress and development plans and deliverables as set out in the relevant Job and person descriptions
- » create a clear link between Employee progress and development plans and the HCO Code of conduct and HCO Code of ethics

- » consider how people management responsibilities are reflected in their own progress objectives
- » consider how their own progress targets may affect each member of their team
- » consider the tools they will use to measure and assess progress
- » ensure all Employees are informed about how progress will be assessed and how they will be informed of the results of progress reviews
- » review progress measures and assessment tools regularly to ensure currency and relevance to the work team.

Employee review process

A valid process for communicating Employee progress and development expectations, ensuring ongoing communication and conducting of reviews that:

- » aligns with HCO strategies for Employee culture, retention, development and succession management
- » define, facilitate, encourage and measure performance and provides feedback including identification of personal and professional development needs and opportunities
- » considers the overall impact of the review process and how the approach adds value to management outcomes for Employees
- » ensures all Employees have an established Employee progress and development plan within 90 days of commencement
- » ensures that all Employees including the Leadership Team establish a minimum of one Employee progress and development plan annually
- » ensures the process chosen, decisions and actions made are impartial, transparent and reviewable
- » ensures the appropriate methods are used in the identification of Employee learning and development needs
- » considers how the People and culture framework reinforces the development of meaningful partnerships between HCO, Managers and Employees
- » considers the use of multi-source feedback as a way to facilitate two-way feedback
- » includes clear process to assist in the early identification of unsatisfactory progress and the appropriate management tools
- » ensures HCO Codes of conduct and ethics underpin progress and development conversations.

People management training

A successful People and culture framework relies on an education strategy which ensures Employees and Managers have the skillset and tools to participate effectively in people management and development reviews.

To achieve this, HCO will:

- » provide ongoing and systematic training and support for Managers and Employees to ensure the process is undertaken and completed effectively
- » consider how training can contribute to strengthening quality progress conversations between Managers and Employees

- » provide training for Managers which includes:
 - › HCO People and culture framework processes
 - › the mindset, skillset and tools needed to effectively manage progress and guide development
 - › the skills to establish progress standards required to achieve goals and objectives
 - › identification of Employee development gaps and the needs and delivery of necessary support
 - › skills to undertake difficult conversations and the management of unsatisfactory progress.
- » consider training for Employees focusing on effective participation in people management and development processes.

Development activities

Resources and opportunities for development as per Employee progress and development plans should be available in a timely manner. To achieve this HCO will:

- » regularly capture and respond to identified development needs and barriers to progress
- » establish a Workforce development plan
- » establish policies and procedures for efficient delivery of Employee development needs, appropriately identified and prioritized through the people management process
- » ensure development opportunities include Employee capability to achieve expected outcomes relevant to their role
- » ensure a planned and resourced induction process
- » ensure development programs are delivered in a timely manner and are of appropriate quality.

Support mechanisms

Appropriate resources and support structures must be in place to enact, monitor, maintain, review and adapt the People and culture framework and processes. HCO will aim to:

- » ensure Managers have access to appropriate resourcing and expertise for the design, maintenance, improvement and reporting of progress development and processes
- » ensure adequate administrative capability and resources to support the process and to address identified development priorities
- » ensure delegated management responsibilities, lines of reporting and administrative functions are appropriate to enact and support the People and culture framework
- » consider ways in which the People and culture framework and processes might be implemented progressively to develop skills of all participants and build trust in the review processes
- » ensure information relating to the People and culture framework is collected, reported and acted on
- » critically analyse, test and evaluate the validity of a People and culture framework under consideration or in operation
- » ensure appropriate review mechanisms are available to evaluate and improve the effectiveness of the framework, including Employee feedback around the process.

Recognition guidelines

Tools and guidelines are required to assist Managers to appropriately recognise good progress. To achieve this HCO will:

- » consider current mechanisms and practices that re-inforce desired progress and behaviour
- » identify what the “ideal Employee” looks like and the high performing characteristics of such
- » establish formal and in-formal methods to appropriately recognise individual and team performance, progress, dedication and results.



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