



PERFORMANCE MANAGEMENT POLICY

Volleyball Queensland

c/- Sports House,
Suite 2.12
150 Caxton Street
Milton QLD 4064
Ph: (07) 3367 1991
www.vq.org.au

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1. Policy

The purpose of this policy is to establish a fair, transparent, and supportive process for managing staff performance at Volleyball Queensland (VQ). The policy is designed to:

- Encourage open and transparent performance conversations between managers and employees.
- Provide employees with clear expectations, regular feedback, and opportunities to improve.
- Ensure performance issues are addressed in a fair and timely manner.
- Align with obligations under the **Fair Work Act 2009 (Cth)**, and relevant legislation.

This policy replaces all other Performance Management policies (if any and whether written or not).

2. Scope

This policy applies to all employees of Volleyball Queensland, including full-time, part-time, and casual staff. Volunteers, members and contractors are not covered by this policy but are expected to maintain high standards of performance managed by separate volunteer frameworks or guidelines.

3. Principles

Performance management at VQ will be guided by the following principles:

Clarity: Roles, responsibilities, and performance expectations will be clearly defined and communicated clearly.

Fairness: Employees will be given reasonable time and opportunity to meet expectations and address areas to improve where performance concerns are identified.

Support: Training, coaching, and mentoring will be offered where appropriate, to assist employees in achieving the required expectations and requirements.

Procedural Fairness: Employees will be informed of concerns, have the chance to respond, and be supported throughout the process.

Consistency: Decisions and processes will be applied consistently across the organisation.

Documentation: Records of discussions, improvement plans, and outcomes will be documented in detail and maintained securely.

4. Responsibilities

CEO: Ensure the organisation fosters a culture of fairness and accountability, review the policy, maintain suitable records and guide managers as required.

Managers: Provide clear expectations, regular feedback, and fair application of this policy.

Employees: Take responsibility for their own performance, seek feedback, and actively participate in development.

Formal Warning: A documented disciplinary action that forms part of an employee's personnel record.

Procedural Fairness: or Natural Justice and the right to a fair process, including knowing the allegations, the opportunity to respond, and decisions made impartially.

5. Performance Planning and Review Process

5.1. Goal Setting

- Annual performance goals will be set at the beginning of the year in January/February of each year.
- Position Descriptions will be reviewed by Managers to ensure accuracy and suitability aligned to role responsibilities.

5.2. Ongoing feedback

- Managers will provide ongoing feedback during 1-on-1 meetings. Feedback can be

constructive or positive.

- Feedback should be recorded and documented.

5.3. Formal Performance Reviews

- In November/December of every year, formal performance reviews will be conducted to review the achievements, challenges and professional development from the prior year.
- Reviews will monitor performance, achievement of Key Result Areas (KRA) and objectives, and behaviours aligned with the VQ values.
- As part of mid-year reviews in May/June of every year, a mid-year check in will be arranged to check progress of achievements.
- Both mid-year and end of year reviews will utilise the Performance Development form.

6. Managing Underperformance

Informal Feedback will be provided. Managers must meet with employees to discuss concerns relating to performance, clarify expectations and provide the necessary support for the role. Documentation is required however no disciplinary action is taken.

6.1. Formal Performance Improvement Process

This stage is following the informal conversations.

1. Conduct a formal process to provide feedback in writing and invited to a formal performance meeting. A support person can be invited to the next stage.
2. Formal Meeting: The performance concerns are detailed to the employee including specific concerns and expected improvements.
3. Performance Improvement Plan (PIP)

A written plan must be developed and must include:

- a. Detailed performance issues aligned to the employee's position description.
- b. Expected timeframes for improvement.
- c. Expected timeframes for review of the plan (usually 4-6 weeks).
- d. Dates of ongoing 1-on-1s specifically to discuss progress.
- e. Support and training that is available to the employee over the period.
- f. Ongoing meetings and monitoring must occur to track progress.

4. Review and outcomes

Towards the end date specified in the PIP, the Manager and Employee must meet to review progress.

Outcomes include:

- Satisfactory Improvement: End the process and return to regular performance management.
- Partial Improvement: Extend PIP for suitable period and provide additional support and resources.
- No Improvement: Proceed to disciplinary process which may include a formal warning or termination of employment aligned to the VQ Disciplinary Policy and Fair Work Act 2009.

7. Right to Representation

All employees subject to disciplinary action have the right to:

- Be accompanied by a support person for any formal disciplinary meetings. A support person may be a colleague, friend, family member, partner, spouse or lawyer.
 - The role of a support person is to provide support to the individual only. It is not to talk or to advocate for the employee during any meetings.
- Seek advice from a union, lawyer, or representative.
- Request reasonable preparation time or reasonable time to arrange a support person.
- Access interpreter or accessibility support services, and allow additional reasonable time to arrange.

8. Confidentiality

- All performance management matters should be documented and dated.
- The documentation must be confidentiality maintained and only shared with those involved.

9. Review of Policy

This policy will be reviewed every two years, or earlier following legislative or governance changes, operational changes within VQ.

10. Related Documentation

- VQ Performance Development Plan
- VQ Code of Conduct
- VQ Disciplinary Policy
- Position Descriptions
- Fair Work Act 2009
- Anti-Discrimination Act 1991