Standards of Operation for Performance Management

### What this Standard Covers

This standard describes the process for completing job descriptions and for completing performance appraisals at the BookCafé Group (BCG).

### Job Description Standards

Procedure:

1. Use the standard job description template.
2. At a minimum, include:
   1. Date
   2. Job title
   3. Job level
   4. Department
   5. Who the employee would report to
   6. A summary of the position
   7. Essential job requirements
   8. Competence/education requirements
   9. Up to six key competence requirements to execute the job to the required standard.
3. Complete optional data input when it is a significant requirement of the job i.e.:
   1. Supervisory requirements
   2. Physical requirements
   3. Mental requirements
   4. Equipment used
   5. Working conditions.
4. Delete headings when not in use to avoid confusion.
5. Get your manager to approve, sign and date the job description.
6. Obtain approval for completed job description from Human Resources.
7. File one copy and send a soft copy to Human Resources.

### Appraisal Standards

Appraisals should meet the following principles:

* Be conducted in January and July of each year
* Have 85% of all appraisals complete within the month
* Have 100% of all appraisals complete one week after the month
* Use BCG’s standard appraisal form.

Procedure:

1. Hand out the appraisal template to the employee one week prior to the appraisal meeting.
2. Request the employee to complete Part 1A and return a copy prior to the appraisal meeting.
3. Complete Part 1B, before the appraisal meeting.
4. Use discrepancies in Part 1A and Part 1B as the basis of past performance discussion.
5. Complete Part 2 during and after the appraisal meeting.
6. Complete goals section for all employees.
7. Limit goals to those which are a significant change to the employee’s current performance level or a significant project outcome.
8. Complete development section only when career development is agreed as being realistic.
9. Sign completed appraisal within two days of appraisal meeting.
10. Send to your manager or supervisor for review and signature within one day of completing appraisal.
11. Send to HR Manager for processing and storage in accordance with records policy within one day of obtaining your manager’s signature.

### Training Needs Analysis

Procedure:

1. Complete ‘training needs analysis’ template within two days of completing all appraisals. Use the ‘training needs analysis’ template (tna\_template.xlsx) available on the G: drive.
2. Send completed template to Human Resources (HR) within one day of completing the template.

**Related Policies/Company Documents**

* BCG Performance Management System Policy
* Remuneration Policy

Updated/authorised

2019 – Jim Murphy