

HR6

Performance and Support

Thrive Care Group Subsidiaries



This policy is part of Thrive Care Group's (Thrive) comprehensive policy suite, designed to guide and govern operations across all subsidiaries. It establishes a unified framework that ensures consistent standards, accountability, and alignment with Thrive core values and strategic objectives. The policy applies to all employees, contractors, and stakeholders within Thrive and its subsidiaries, supporting seamless governance and compliance throughout the organisation.

HR6 Performance and Support

Policy Statement

1. Thrive is committed to supporting employees to achieve high standards of performance and conduct and maintaining a positive and productive work environment. We believe in treating all employees fairly and with respect.
2. We recognise the importance of ongoing supervision, competency assessment and tailored support to maintain and grow workforce capability.
3. This policy aims to provide clear guidelines for identifying and addressing performance concerns, supporting improvement and ensuring compliance with organisational and legislative requirements in a fair and consistent manner.

Procedures

1. Competency Assessment

- a. Thrive uses a variety of tools to assess the competencies of its employees, as well as identify gaps and ensure compliance with relevant industry standards.
- b. Client delivery positions across Thrive should have at least one competency assessed each quarter or in the following situations:
 - i. New starters
 - ii. When identified need based on failed online training
 - iii. When identified need based on complaints, incidents or trends in client notes
 - iv. When attending new clients with different needed (i.e. new to an individual's roster)
- c. The processes undertaken to meet Thrive's competency assessment requirements are outlined in Thrive's HR Business Process: HRBP5: Competency Assessment.
- d. The People and Culture team work with relevant People Leaders to identify the relevant competencies to be assessed and to ensure that Competency Assessment Forms are available, accessible and up to date.
- e. Thrive's Competency Assessment forms are available on Thrive's forms page and are completed electronically via Microsoft Forms.

2. Support and supervision

- a. The objectives of Thrive's Supervision and Support process is to provide all employees with effective support and supervision appropriate to their role, and ensure employees:
 - i. know what is expected of them
 - ii. are motivated and engaged
 - iii. are provided with an opportunity to identify and discuss challenges or issues they encounter in their role

- iv. are provided with feedback about their strengths
 - v. are able to identify or receive feedback about development areas and participate in continuous professional development relevant to their role.
 - b. Thrive Care Group undertakes regular assessment, monitoring and review of the performance of each worker, in a way that is relevant to their role. Ongoing support, supervision and feedback is provided to workers to enable them to deliver outcomes and provide an opportunity to review learning and development needs so they can meet the needs of their role.
 - c. The frequency of support and supervision is dependent on the job family and the requirements of the role. Each employee should have at least one support and supervision review each year, which covers performance of core standards, strengths and areas of development as well as training opportunities.
 - d. The processes undertaken to meet the requirements of Thrive's Support and Supervision are outlined in Thrive's HR Business Process: HRBP6: Performance – Support and Supervision.
 - e. Supervision will be recognised by regular feedback mechanisms between an employee and their People Leader or a member of the leadership team. These take the form of the Support and Supervision process, annual performance reviews or one to one or group meetings. The focus of these sessions is wholly on the employee(s), their performance, their development, and any issues from their work.
 - f. Regular one-to-one supervision will be provided by an appropriate internal senior worker, unless the required skill set is not available internally. Where an employee does not have access to a suitable internal 'supervisor', the employee's People Leader will work with the Executive team to make a suitable external supervision arrangement.
 - g. Employees are responsible for participating in the Support and Supervision process relevant to their role, which includes reflecting on and discussing their work and for implementing any course of action agreed.
3. Managing identified performance or competency concerns
- a. Performance discussions may range from informal coaching through to formal performance management, depending on the severity, frequency or seriousness of the issues identified.
 - b. Once identified, the manager should raise these concerns with the employee in a timely fashion and handle the discussion in a structured and fair manner. The employee should be presented with information relating to the concerns and is asked to provide their input into why these issues have arisen and how to address.
4. Informal discussions and coaching:
- a. Information coaching may be required to ensure the employee understands the expectations of the role, the work practices and required level of conduct and/or performance.
 - b. Generally, this takes the form of the People Leader clearly explaining the role requirements, and the gap between the expectation and the employee's current

performance or conduct.

- c. Actions should be identified to address concerns and agreed with the employee.
- d. Any discussions about the issues, employee responses and plan to address concerns should be documented and placed on the employee's employment record in Employment Hero.

5. Performance improvement plans:

- a. If informal coaching does not result in the required level of improvement, then a Performance Improvement Meeting may be initiated.
- b. The Performance Management Meeting involves the People Leader clearly explaining the concerns, the performance requirements, and the gap between the expectation and the employee's current performance.
- c. During the meeting, a Performance Improvement Plan will be developed in consultation between the People Leader and the employee.
- d. The Performance Improvement Plan outlines:
 - i. The area/s of concern;
 - ii. The expected standards to be met to address the performance concerns;
 - iii. Actions to be undertaken by the employee to meet the expected standards;
 - iv. How the standards will be monitored and reviewed; and
 - v. Any support or training required by the employee to meet the required standard.
- e. A review period will be set, which is usually two (2) to four (4) weeks, depending on the areas of concern and what is a reasonable period to demonstrate improvement.
- f. During the review period the People Leader and employee will have regular meetings to discuss progress, and a formal review takes place at the end of the review period.
- g. At the end of the review period, the People Leader will consider the level of performance of the employee and any improvement made. As a result of this review, the following actions may be taken (some of which are dealt with under HR7 Disciplinary and Grievance Policy):
 - i. Conclusion of the Performance Improvement Plan – if the employee is now meeting the required standard;
 - ii. Continuation of Performance Improvement Plan – if the employee is making progress with their improvement but needs further time to embed required performance level;
 - iii. A formal warning and continuation of Performance Improvement Plan – if the employee has not met the required standard of improvement; or
 - iv. Termination of employment – if after a formal warning has been issued, and the employee continues to not meet the required standard of improvement.

6. Formal disciplinary process

- a. Where an employee's performance or conduct does not improve following the initial

period of performance improvement reviews, a formal disciplinary process may be commenced.

- b. The formal disciplinary processes are outlined in HR7 Disciplinary and Grievance Policy.
- c. Formal disciplinary processes generally involve the People and Culture team, who provide support to the manager and the employee through the process.
- d. It is important that processes follow the principles of procedural fairness, which includes the following rights:
 - i. employee right to be heard,
 - ii. clear expectations of the process and its outcomes,
 - iii. reasonable notice,
 - iv. to bring a support person to proceedings,
 - v. unbiased decision-making and evidence-based outcomes.
- e. Thorough documentation of all steps of the process is important. All relevant documents should be placed on the employee's file in Employment Hero.

Related Business Procedures

- 1. HR1 – Code of Conduct
- 2. HR5 – Employment Lifecycle
- 3. HR7 – Disciplinary and Grievance
- 4. HR Business Process: HRBP5: Performance – Competency Assessment.
- 5. HR Business Process: HRBP6: Performance – Support and Supervision.

Responsible Persons

- 1. The Chief Executive Officer must:
 - a. Manage and monitor compliance with this policy.
 - b. Support employee competence and compliance with this policy.
 - c. Hear any appeals processes under the policy.
- 2. The Head of Human Resources must:
 - a. Ensure that appropriate systems and resources are in place to support the achievement of the organisation's objectives, and fairly and consistently evaluates each individual's performance against these objectives and competencies.
 - b. Provide training, guidance and support to People Leaders and employees on all aspects of support, supervision and performance management.
 - c. Support performance processes, ensure confidentiality, and maintain documentation of processes in Employment Hero.

- d. Facilitate formal disciplinary processes and appeals in accordance with procedural fairness.
 - e. Ensure that all Managers are aware of their responsibilities in the performance management process.
3. Management must:
- a. Manage and monitor compliance with this policy within their teams.
 - b. Ensure employees receive appropriate training, supervision, coaching, and debriefing to comply with this policy.
 - c. Identify instances of misconduct or underperformance and take timely and structured steps to address concerns, including informal discussions, coaching, and where necessary, formal disciplinary processes.
 - d. Set reasonable performance goals, standards and timelines with employees.
 - e. Inform employees about work performance in an honest, fair and constructive way that allows for concerns to be addressed.
 - f. Be objective and confidential when discussing sensitive issues.
 - g. Ensure position descriptions are up-to-date and reflect the current role requirements.
 - h. Provide employees with the resources, information and training they need to carry out their work safely and effectively.
4. All Thrive employees, volunteers and subcontractors must comply with this policy, and participate openly and honestly in planning and assessing their own performance and receiving feedback from their People Leader.

Definitions

1. **Employment Hero:** Thrive's Human Resources Information System which manages employee records.
2. **Misconduct:** Unacceptable or improper behaviour violating the organisation's code of conduct, policies, or procedures.
3. **Procedural fairness:** is a fundamental principle in legal and administrative decision-making that ensures processes are conducted justly and impartially.
4. **Thrive:** Thrive Care Group Pty Ltd ABN 68 637 232 752, together with each of its subsidiaries.
5. **Underperformance:** Failure to meet required performance standards or expectations, including consistent poor performance or inability to achieve performance measures.

References

1. Aged Care Act 2024 (Cth) and its associated regulations.
2. Fair Work Act 2009 (Cth).

3. National Disability Insurance Scheme (NDIS) Practice Standards and their associated regulations.

Version Control

Version 1	1 August 2025	New policy creation
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Thrive Care Group

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