



Team Performance Management

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| Version | V1 |
| Drafted by | Anne Stewart |
| Approved on | |
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Introduction

Dragonfly Dance currently engages team members as independent contractors. Term overviews and performance reviews are undertaken to ensure that team members are adhering to our syllabus, policies and procedures. It is also to be part of our effort to grow our impact, support staff development, and promote fairness and transparency.

Purpose

The purpose of the *Team Performance Review* policy is to provide an appropriate framework within which to manage the performance of employees and contractors.

This policy describes how we coach, evaluation, and reward team members. We base our performance management systems on constructive feedback and open communication between manager and team members.

Definitions

Dance Activities

Any dance classes, workshops, master classes, rehearsals and performances organised by Dragonfly Dance.

Team member

Anyone contracted to undertake work for Dragonfly Dance on a regular basis, such as teachers and those involved in administration, client relationships, or marketing, including employees and contractors.

Management

CEO and Artistic Director, Director of Dance, Finance and Marketing and the Director of Customer Relations, Business Operations and Human Resources.

Team

Management and team members

Scope

This policy applies to all team members, whether they are employees or independent contractors. We will clarify our performance appraisal process and provide guidelines for managers on how to lead their teams and assess employee performance.

We have built our performance management practices to:

- ensure team members understand their job responsibilities and have specific goals to meet
- provide team members with actionable and timely work feedback.
- Invest in development opportunities that help team members grow professionally.
- recognize and reward team members' work in financial or non-financial ways.

Policy elements

What is good performance?

Dragonfly Dance has a general definition of what good performance looks like. To achieve a good performance evaluation, team members should:

- meet their targets consistently.
- complete your job duties as expected
- show a willingness to learn and develop.
- follow our company policies, procedures, and teaching method
- have a good attitude and collaborate well with other team members.

Each employee may excel in one aspect and need improvement in another. But, to remain employed with our company, you should meet a minimum standard for all of these aspects and show a willingness to improve where appropriate.

Periodical reviews

We will conduct a 'term end review' twice a year, and a performance appraisal twice a year:

Term end review

- Conducted at the end of terms 1 and 3
- Sent by email to team members
- Team members are invited to respond or request a follow up conversation if they wish

Performance appraisal

- Conducted at end of terms 2 and 4
- Appropriate manager will complete a written appraisal
- Team member will complete a self appraisal
- An appraisal meeting will be held to review the written appraisals
- An summary of the outcomes of the meeting will written by the manager and emailed to the team member following the meeting

Through these discussions, managers aim to:

- recognise employees who are good at their jobs
- talk about career moves and employee motivations
- identify areas of improvement.

Rewards

Pay increases or bonuses aren't guaranteed. But, we encourage managers to recommend rewards for their team members when they deserve them. There won't be any forced ranking or other comparison between team members, as our goal is to help all team members improve and develop their careers.

Training

If managers identify a team member's training needs in a specific area, they can discuss this with their team member during performance reviews. That way, they can set up an improvement plan. On-the-job training, job shadowing and other training methods are also appropriate when managers intend to promote a team member in the near future. We encourage managers to discuss future career moves with their team members, so they can determine what type of training is appropriate.

Frequent communication

Managers should communicate regularly with team members to provide feedback and talk about their work and motivations. Communication may be in person, over the phone, via email, or other electronic communication such as Facebook Messenger. This way, team members can receive feedback in a timely manner and avoid surprises during their quarterly performance reviews.

During performance meetings, both parties should feel free to discuss any concerns they have. If a team member needs to talk to their manager about a particular issue, they should reach out as soon as possible.

Responsibilities

Directors

- Approve the policy and review annually.
- Consult with team members to ensure relevance and adherence to the policy
- Amend the policy as and when required.
- Circulate the policy to team members and publish the policy in a manner which is accessible to team members.

Director of Human Resources

- Ensure quarterly reviews are conducted, as per this policy
- Liaise with managers and team members to setup review meetings
- Ensure managers understand their responsibilities and have the skills to participate in the performance review process effectively

Manager responsibilities

Managers are responsible for their team members' performance. To conduct effective regular meetings and performance evaluations, managers are expected to:

- Set clear objectives
 - team members should know what is expected of them
 - managers must ensure that when team members commence with Dragonfly Dance, the team member understands their job duties

- set specific goals for each team member (and team-wide if applicable.)
- renew those goals during annual (term 4) performance reviews.
- Provide useful feedback.
 - during scheduled meetings with team members, managers should give them guidance and praise, as appropriate.
 - be fair and specific to help team members understand and implement feedback.
- Keep team members involved
 - there should be two-way communication between team members and managers
 - make expectations clear, but always take your team members' motivations and aspirations into account
 - discuss training and development opportunities that may interest your team members.
- Keep logs with important incidents about each team members
 - these logs help you evaluate the team, but they may also prove useful if you a team members is to be terminated, rewarded, or promoted

Team members

- Be aware of the policy
- Participate in the performance review process in a timely and positive manner
- Direct enquiries to Director of Human Resources initially
- If not satisfied with response/ resolve of conflict with the overview, grievance can be sought through the CEO.

Procedure

- Complete term end overview end of week 11 based in term 1 & 3 on notes and information gathered over the term
- Send to CEO for recommendation and or input
- Email to team member
- Book meeting time if requested by team member
- Complete performance appraisal at week 9 in term 2 and week 9 in term 4 in conjunction with CEO
- Book appointment with team member in week 10

Related documents

Dragonfly Dance Performance Appraisal Framework

Review

This policy will be reviewed annually by management and amended as appropriate.