



# Performance Management Policy

## Rationale

Our vision is a world where 360 Degrees Security & Investigations Limited is recognised as a standout provider of modern, responsive, and affordable security services.

Our human resources strategy is to create a sustainable competitive advantage by aligning our people to our vision, by building a skilled, safe, and motivated workforce, while driving a work culture of professionalism and continuous improvement.

Our approach to strategy execution is to adopt the EZHR System and its policy framework to achieve our strategic HR objectives. The EZHR System is a documented people management and workplace safety system that incorporates an effective performance management sub-system designed to align individual performance to the organisation's vision, optimise efficient and safe performance of its people, and support their continuing professional development.

An employee's written job description defines the work tasks that the employee is required to perform in their job role. An effective performance management system helps ensure that those work tasks are being performed to expected standard.

## Policy Statement

360 Degrees Security & Investigations Limited shall operate an effective performance management system that aligns individual performance to our organisation's vision, optimises efficient and safe performance of our people, while supporting their continuing professional development.

## Policy Guidelines

1. Every employee shall engage constructively in the employer's performance management system (PMS).
2. The HR Manager shall oversee the PMS by:
  - a. supporting line managers in performing their responsibilities under the PMS;  
and
  - b. monitoring compliance with the requirements of this policy.

3. Line managers are responsible for managing the performance of their direct reports.
4. When managing performance, line managers shall follow an ongoing systematic and consistent process of communication that occurs throughout the year.
5. The communication process shall consist of the setting of clearly defined performance expectations and providing regular feedback moments to help monitor and track an employee's actual performance against expectations.
6. Performance expectations shall be set as performance targets agreed to and specified in an individual's written Performance Agreement.
7. The purpose of the Performance Agreement shall be to help determine whether the employee's performance of their job role meets the employer's expectations.
8. Every Performance Agreement shall specify at least 10 and not more than 20 performance targets.
9. Performance targets shall be based on the following key performance areas:
  - a. technical performance (i.e., the employee's performance in completing the technical aspects of the job role)
  - b. revenue generation (where applicable, e.g., employees performing billable work)
  - c. professionalism
  - d. teamwork
  - e. customer Service
  - f. continuous Improvement
  - g. health and safety; and
  - h. (for those employees with managerial responsibilities) leadership.
10. Performance targets shall be written as SMART goals, in that they shall be:
  - a. **S**pecific
  - b. **M**easurable
  - c. **A**chievable (having regard to the employee's current level of ability)
  - d. **R**elevant (to our organisation's strategic goal and business objectives)
  - e. **T**ime bound (to the annual performance period).
11. Results of ongoing performance monitoring and review shall be used to identify whether an individual requires extra support in order to be able to meet agreed performance targets or is ready for higher level training.
12. A formal performance evaluation of actual performance against the agreed performance targets shall be undertaken annually.
13. Actual performance against the agreed performance targets shall be rated by the employee's line manager using the following performance rating scale:  
  
 Below       Meets       Exceeds

14. The results of annual performance evaluations shall:

- a. help identify opportunities for development and personal growth
- b. help with goal setting for the future; and
- c. help determine if an individual deserves to be rewarded for high performance through a pay-rise.

15. To give effect to the above policy requirements, line managers shall adhere to the PMS shown on the Form HR6A Performance Management Flowchart to be read in conjunction with this policy.

Signature: .....  ..... Date: 1 October 2023  
(Fran Gibson, Director)

Next policy review due date: 1 October 2026