

## **PERFORMANCE ENHANCEMENT – ANCILLARY STAFF**

### **Policy Statement**

The Country High School Hostels Authority recognises the valuable role ancillary staff play in supporting students and staff in a residential environment.

It is expected that the residential college and its grounds are well presented and that the functions and responsibilities of the cook, cleaner, gardener/handyperson, kitchenhand and laundryhand are performed to a high standard. Staff need an indication of their work progress and the mechanism, or tool by which work performance is reviewed, is by the performance enhancement process.

The performance enhancement process is ongoing, involves the day-by-day interaction and communication with staff and management and includes a one-on-one discussion about work performance. To facilitate this process an assessment on the staff member's work performance and attitude to work is undertaken by completing the Performance Enhancement Questionnaire.

At the performance enhancement meeting acknowledgement is made of the staff member's contribution to the residential college, their competencies and attributes are reviewed and any activities/events planned for the next review period are discussed.

### **Procedure**

Prior to the scheduled meeting, the staff member completes the performance enhancement questionnaire.

The College Manager also completes the questionnaire on his/her perception of the staff member's performance and evaluates their effectiveness under each competency.

At the meeting the completed questionnaires are compared to reveal any gaps existing between that of the staff member's, to that of the College Manager's perception of their work performance.

### **Performance Enhancement Meeting**

Discussions between the college manager and the ancillary staff member are conducted every six months.

The Performance Enhancement meeting should be private, free from interruptions and aimed at supporting the staff member to become an important and valued member of the college team.

As a guideline the performance enhancement meeting covers the following topics:

- review and comparison of duties in accordance with the Job Description Form;
- discussion on the results of the work performance questionnaire and where there is a difference in assessment, this area is explored;
- discussion on staff member's job satisfaction and their contribution made to the residential college;
- identification of any work problems that may have arisen;

- suggestions on whether the duties of the position could be performed differently to enhance effectiveness; and
- planning for forthcoming activities/events eg – dinners, presentation nights, concerts etc.

## **1.1. IDENTIFICATION OF TRAINING NEEDS**

### **Policy Statement**

1. The training and development needs of staff members will be identified as part of the yearly performance review process by determining the current and future level of skills and knowledge required to achieve the organisation's objectives, operational efficiency and personal advancement of staff.
2. Training needs are to be addressed according to the following priority order:
  - a) areas of unsatisfactory performance or legislative requirements;
  - b) areas related to current work goals as stated in the performance review or organisational objectives;
  - c) any other areas consistent with staff members' present Job Description Forms;
  - d) future career progression and general development.

## 1.2. TRAINING AND DEVELOPMENT ACTIVITIES

### Policy Statement

1. All training activities will be developed or selected so that they best address identified needs.
2. Activities chosen to address training and development needs may include courses, seminars, conferences, on-the-job training, a multi-skilling program, study placements, secondments, job rotation, research projects, visits, tours, subscription to journals or professional associations or any other appropriate method.
3. All training and development activities, whether internal or external, will be documented by College Managers in order for a full record of all training and development activities to be maintained. A record of training activities attended must be maintained for each employee.
4. Costs associated with training are required for the Minimum Information Obligatory Requirements (MOIR) report. The total training cost refers to the sum of all costs incurred in the provision of **eligible training**, as defined by the Training Guarantee Act. Eligible training costs include:
  - costs related to development of training policy and plans;
  - training delivery (including cost of trainers);
  - salaries and other payments to employees whilst participating in training courses;
  - training fees for courses.

**APPENDIX 5.1.2**

**PERFORMANCE ENHANCEMENT QUESTIONNAIRE**

NAME OF EMPLOYEE: \_\_\_\_\_

**Cleaner**

**Key responsibilities of the position**

Ensures that the residential college is kept clean, tidy and well presented.

<b>COMPETENCIES</b>	<b>Always</b>	<b>Often</b>	<b>Sometimes</b>	<b>Never</b>	<b>N/A</b>
Vacuums, sweeps, mops all areas to required standard					
Cleans all toilet and ablution areas to required standard					
Cleans windows and window sills to required standard					
Dusts and polishes areas to required standards					
Takes pride in presentation of college					
Advise college manager should equipment/tools or college fittings require maintenance					
Observes safe occupational health and safety practices and guidelines					
Is competent in performing duties					
Has sufficient time to perform all tasks					
Is supplied with adequate equipment/tools to perform tasks					
Understands instructions					
Has a clear understanding of the job					
Begins tasks with a clear understanding of what is required					
Organizes equipment/tools before commencing task					
Is disciplined and confident in carrying out plans (does not procrastinate)					
Respects others time (does not waste time with trivial interruptions)					
Prioritises work so timetable is met					

Responds to requests in a timely manner					
Is organized in handling multiple tasks					
<b>COMPETENCIES</b>	<b>Always</b>	<b>Often</b>	<b>Sometimes</b>	<b>Never</b>	<b>N/A</b>
Seeks feedback on ways to improve performance					
Is co-operative with other staff					
Willingly offers assistance to other staff members					
Shows courtesy towards other staff					
Has a positive attitude towards students and staff					
Listens to advice					
Is easy to approach with a concern					
Responds positively to instructions and advice					
Displays enthusiasm when undertaking duties					
Takes initiative to get things done					
Maintains self control, even in difficult or emotional situations					
Accepts responsibility for actions rather than making excuses					
Receives negative feedback without becoming defensive					
Appears to enjoy work					
Feels valued as part of the overall college's staffing team					
Upholds the W A Public Sector Code of Ethics and the CHSHA Code of Conduct					

1. Is there any competency/attitude that needs to improve?

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2. Has anything affected work performance? If so, please comment.

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3. Are there any activities/events that need to be included in the work plan for the next 6 months?

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4. Is there any support that is required to meet the work plan?

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5. What duties could be performed differently that might enable improvement to the efficiency of the work area?

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6. List the three most positive qualities that the staff member has with regard to overall effectiveness.

a) \_\_\_\_\_

b) \_\_\_\_\_

c) \_\_\_\_\_

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SIGNATURE OF  
EMPLOYEE

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DATE

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SIGNATURE OF  
COLLEGE MANAGER

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DATE

## PERFORMANCE ENHANCEMENT QUESTIONNAIRE

NAME OF EMPLOYEE: \_\_\_\_\_

### Cook/Weekend Cook

#### Key responsibilities of the position

Responsible for satisfying the nutritional requirements of adolescents and ensuring that the standards of catering, nutrition, safety and hygiene in handling food are appropriately and consistently maintained.

COMPETENCIES	Always	Often	Sometimes	Never	N/A
Prepares and handles food hygienically					
Meals are tasty and appetising					
Meals are well presented and appealing to look at					
Adequately caters for meals - avoiding excessive waste or under-catering					
Adequately orders stocks and supplies					
Kitchen equipment and facilities hygienically maintained					
Advises college manager should equipment/tools or college fittings require maintenance					
Observes safe occupational health and safety practices and guidelines					
Is competent in performing duties					
Has sufficient time to perform all tasks					
Is supplied with adequate equipment/tools to perform tasks					
Understands instructions					
Has a clear understanding of the job					
Begins tasks with a clear understanding of what is required					
Organizes equipment/tools before commencing task					
Is disciplined and confident in carrying out plans (does not procrastinate)					

Respects other people's time (does not waste time with trivial interruptions)					
Prioritises work so timetable is met					
<b>COMPETENCIES</b>	<b>Always</b>	<b>Often</b>	<b>Sometimes</b>	<b>Never</b>	<b>N/A</b>
Responds to requests in a timely manner					
Is organized in handling multiple tasks					
Seeks feedback on ways to improve performance					
Is co-operative with other staff					
Willingly offers assistance to other staff members					
Shows courtesy towards other staff					
Has a positive attitude towards students and staff					
Listens to advice					
Is easy to approach with a concern					
Responds positively to instructions and advice					
Displays enthusiasm when undertaking duties					
Takes initiative to get things done					
Maintains self control, even in difficult or emotional situations					
Accepts responsibility for actions rather than making excuses					
Receives negative feedback without becoming defensive					
Appears to enjoy work					
Feels valued as part of the overall college's staffing team					
Upholds the W A Public Sector Code of Ethics and the CHSHA Code of Conduct					

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3. Are there any activities/events that need to be included in the work plan for the next 6 months?

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4. Is there any support that is required to meet the work plan?

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5. What duties could be performed differently that might enable improvement to the efficiency of the work area?

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6. List the three most positive qualities that the staff member has with regard to overall effectiveness.

a) \_\_\_\_\_

b) \_\_\_\_\_

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## PERFORMANCE ENHANCEMENT QUESTIONNAIRE

NAME OF EMPLOYEE: \_\_\_\_\_

### **Gardener/Handyperson**

#### **Key responsibilities of the position**

Ensures that the residential college grounds and gardens are attractive and well maintained and that college furniture and equipment are repaired and are in good working order.

<b>COMPETENCIES</b>	<b>Always</b>	<b>Often</b>	<b>Sometimes</b>	<b>Never</b>	<b>N/A</b>
College gardens are well maintained					
Lawns and grounds are tidy and well kept					
Reticulation is in good order					
Keeps gardening equipment and tools in good order					
Advises college manager should equipment/tools or college fittings require maintenance					
Observes safe occupational health and safety practices and guidelines in handling chemicals and equipment					
Is competent in performing duties					
Has sufficient time to perform all tasks					
Is supplied with adequate equipment/tools to perform tasks					
Understands instructions					
Has a clear understanding of the job					
Begins tasks with a clear understanding of what is required					
Organizes equipment/tools before commencing task					
Is disciplined and confident in carrying out plans (does not procrastinate)					
Respects others time (does not waste time with trivial interruptions)					
Prioritises work so timetable is met					
Responds to requests in a timely					

manner					
Is organized in handling multiple tasks					
<b>COMPETENCIES</b>	<b>Always</b>	<b>Often</b>	<b>Sometimes</b>	<b>Never</b>	<b>N/A</b>
Seeks feedback on ways to improve performance					
Is co-operative with other staff					
Willingly offers assistance to other staff members					
Shows courtesy towards other staff					
Has a positive attitude towards students and staff					
Listens to advice					
Is easy to approach with a concern					
Responds positively to instructions and advice					
Displays enthusiasm when undertaking duties					
Takes initiative to get things done					
Maintains self control, even in difficult or emotional situations					
Accepts responsibility for actions rather than making excuses					
Receives negative feedback without becoming defensive					
Appears to enjoy work					
Feels valued as part of the overall college's staffing team					
Upholds the W A Public Sector Code of Ethics and the CHSHA Code of Conduct					

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2. Has anything affected work performance? If so, please comment.

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3. Are there any activities/events that need to be included in the work plan for the next 6 months?

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5. What duties could be performed differently that might enable improvement to the efficiency of the work area?

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6. List the three most positive qualities that the staff member has with regard to overall effectiveness.

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DATE

## PERFORMANCE ENHANCEMENT QUESTIONNAIRE

NAME OF EMPLOYEE: \_\_\_\_\_

### Kitchenhand

#### Key responsibilities of the position

Responsible for assisting the cook in the preparation of all meals, cleans cooking utensils and crockery after each meal. The kitchen hand ensures that the standards of catering, safety and hygiene in the handling of food are appropriately and consistently maintained.

COMPETENCIES	Always	Often	Sometimes	Never	N/A
Prepares and handles food hygienically					
Checks food during the cooking process					
All cooking utensils and crockery properly cleaned					
Keeps kitchen area and surfaces hygienically cleaned					
Keeps all storerooms, pantries, freezer areas tidy					
Ensures that sufficient crockery and cutlery for diners and that condiments are stocked					
Advises college manager should equipment/tools or college fittings require maintenance					
Observes safe occupational health and safety practices and guidelines					
Is competent in performing duties					
Has sufficient time to perform all tasks					
Is supplied with adequate equipment/tools to perform tasks					
Understands instructions					
Has a clear understanding of the job					
Begins tasks with a clear understanding of what is required					
Organizes equipment/tools before commencing task					
Is disciplined and confident in carrying out plans (does not					

procrastinate)					
Respects others time (does not waste time with trivial interruptions)					

<b>COMPETENCIES</b>	<b>Always</b>	<b>Often</b>	<b>Sometimes</b>	<b>Never</b>	<b>N/A</b>
Prioritises work so timetable is met					
Responds to requests in a timely manner					
Is organized in handling multiple tasks					
Seeks feedback on ways to improve performance					
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**PERFORMANCE ENHANCEMENT QUESTIONNAIRE**

NAME OF EMPLOYEE: \_\_\_\_\_

**Laundryhand**

**Key responsibilities of the position**

Ensures that all laundering tasks are performed properly and that all washed, dried and pressed clothing items are folded and returned to respective storage areas. The laundryhand ensures that the laundry is kept clean and tidy.

<b>COMPETENCIES</b>	<b>Always</b>	<b>Often</b>	<b>Sometimes</b>	<b>Never</b>	<b>N/A</b>
Laundry tasks are performed and completed properly					
Laundry area is kept clean and tidy					
Clean and dried washing is pressed, folded and returned to correct storage areas					
Washing detergents and supplies adequately stocked					
Advise college manager should equipment/tools or college fittings require maintenance					
Observes safe occupational health and safety practices and guidelines					
Is competent in performing duties					
Has sufficient time to perform all tasks					
Is supplied with adequate equipment/tools to perform tasks					
Understands instructions					
Has a clear understanding of the job					
Begins tasks with a clear understanding of what is required					
Organizes equipment/tools before commencing task					
Is disciplined and confident in carrying out plans (does not procrastinate)					
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Prioritises work so timetable is met					
Responds to requests in a timely manner					

Is organized in handling multiple tasks					
Seeks feedback on ways to improve performance					
<b>COMPETENCIES</b>	<b>Always</b>	<b>Often</b>	<b>Sometimes</b>	<b>Never</b>	<b>N/A</b>
Is co-operative with other staff					
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