
PEOPLE AND CULTURE POLICY

Performance Development, Improvement and Attendance Policy

360 Degrees of Feedback, PDLPs, and the OFL, OFI and PMP pathway

Version 2.0 - July 2026

Policy owner	Board of Directors, THRIV3 (Indigenous Corporation)
Responsible officer	Chief Executive Officer
Applies to	Employees of THRIV3 (conduct standards apply to all THRIV3 People; volunteers and contractors are managed under their agreements)
Effective date	July 2026
Next review	July 2027 (or earlier if legislation or funding conditions change)
Related documents	Education and Professional Development Policy; Code of Conduct; Grievance and Complaints Policy; Small Business Fair Dismissal Code; Forms F06, F07, F28-F32

1. Purpose and Scope

THRIV3 (Indigenous Corporation) grows people first and manages performance second. This policy sets out how we do both: our 360 Degrees of Feedback program and Personal Development and Learning Plans (PDLPs) that develop people, and our staged improvement pathway (OFL, OFI, PMP) that applies when performance or conduct falls short. It also covers attendance and termination of employment.

This policy applies to all employees. Conduct expectations in the Code of Conduct apply to all THRIV3 People; volunteers, contractors and agency workers are managed under their agreements and the Volunteer Management Policy.

2. 360 Degrees of Feedback

THRIV3 does not run traditional performance reviews. We run **360 Degrees of Feedback**: a mandatory, development-focused program where every person receives feedback from multiple directions - themselves, their manager, and over time their peers, team members and other people they work with - so they see the full circle, not a single opinion.

How it runs

- **Notification.** Your manager tells you a 360 cycle is coming and explains the process and timeline.
- **Self-reflection.** You complete the Self-Reflection Activity (Form F31): who you are, your strengths, your goals, a skills self-assessment and a draft PDLP. It is for you, and you choose what you share.
- **Raters.** Your manager selects four to eight raters who work with you regularly. Raters complete a confidential survey; a minimum number of raters is required before results are shared, to protect identities.
- **The session.** Feedback is aggregated and anonymised, and discussed in a facilitated one-on-one conversation (run to the 360 Facilitator Guide, Form F32): warm, honest and two-way. You see themes and patterns, never individual responses.
- **The outcome.** You and your manager build or update your PDLP together from the session.

The rules that protect it

- 360 feedback is used **only for development**. It is never used for disciplinary action, and it does not determine pay.
- Individual responses are confidential and never shared; only aggregated, anonymised themes reach the person.
- Give feedback that is specific, honest, constructive and about behaviour, not personality. Receive it openly.
- Every employee participates at least annually. Sessions are culturally safe, and a support person is always welcome.

3. Personal Development and Learning Plans (PDLPs)

Every employee has a PDLP: their individual roadmap at THRIV3, and a required part of employment. The PDLP belongs to the employee; the manager's role is to support, resource and remove barriers.

- Built together in a dedicated meeting following the 360 Degrees of Feedback session, using the PDLP Individual Record (Form F29) and, for people managers, the Manager Edition (Form F30).
- Contains two to four SMART goals (Specific, Measurable, Attainable, Relevant, Time-bound), the support THRIV3 commits to, and a check-in log.
- Includes an LLND assessment (Literacy, Language, Numeracy and Digital) - not a test, but a guide to how we deliver training and support for each person.
- Reviewed together at least every six months, with quarterly check-ins where practicable, and updated as goals are achieved or priorities change.
- Confidential: stored securely and shared only with those who support the plan. Study support and training connected to PDLP goals are provided under the Education and Professional Development Policy.

4. The Improvement Pathway: OFL, OFI, PMP

Where performance or conduct falls short of clear expectations, THRIV3 uses a staged pathway. Each stage is honest about what needs to change, generous with support, and clear about consequences. Most matters are resolved at the first stage. The pathway draws on direct evidence of work performance; 360 feedback is never used as evidence in this pathway.

Stage 1 - OFL: Opportunity for Learning

The first response to a gap is learning, not blame. In an OFL conversation, the manager and employee identify the specific gap between expectation and performance, ask what is getting in the way, and agree the learning that closes it: training, coaching, mentoring, shadowing, clearer instructions or adjusted support. The conversation is recorded (Form F06), a review date of normally four to eight weeks is set, and the employee's PDLP may be updated to carry the learning actions. An OFL is supportive and is not a warning.

Stage 2 - OFI: Opportunity for Improvement

Where the gap continues after a genuine OFL, or is too significant for learning support alone, the manager holds a formal OFI meeting. The employee is told the purpose in advance and may bring a support person. The OFI notice (Form F07) records the specific shortfall with examples, the standard required, the support THRIV3 will provide, a fair review period, and the employee's response, which is genuinely considered before the OFI is confirmed. **An OFI is a formal written warning:** it states plainly that if the required improvement is not achieved and sustained, the next step is a Performance Management Plan and that continued underperformance may put employment at risk.

Stage 3 - PMP: Performance Management Plan

Where an OFI has not resolved the gap, the employee is placed on a PMP (Form F28): a structured plan of normally four to twelve weeks with specific, measurable and achievable targets, scheduled weekly or fortnightly check-ins, documented support, and honest written feedback at each check-in. The PMP is developed with the employee, who may bring a support person to all PMP meetings. **A PMP operates as a final written warning:** it states clearly that failure to meet the plan may result in termination of employment. Targets must be realistic; a PMP is a genuine opportunity to succeed, never a device to fail someone.

Stage 4 - Termination

Where a PMP is completed without the required improvement, the employee is invited in writing to a meeting to show cause why employment should continue, with a support person. Any response, and any mitigating circumstances, are genuinely considered before a decision. Termination is with notice (or payment in lieu) in accordance with the National Employment Standards, the applicable award and the contract. Termination of employment is decided by the responsible manager or Executive Leadership Team (ELT) member, who must notify the CEO before the decision takes effect and provide the documented evidence supporting it: the OFL, OFI and PMP records, or the investigation record for serious misconduct. ELT members are managed by the CEO, and only the CEO may terminate their employment. Termination of the CEO is a matter for the Board. As a small business employer, THRIV3 has regard to the Small Business Fair Dismissal Code.

Fairness across every stage

At every stage: the concern is specific and evidenced; the employee hears it and responds before decisions are made; support is real and documented; timeframes are reasonable; a support person (including an Elder or cultural mentor) is welcome; records are kept confidentially (with the stage, dates, support and outcomes); and stages may be repeated or extended where circumstances warrant. The pathway may start at a later stage only where the seriousness of the matter justifies it, and the reasons are documented.

5. Serious Misconduct and Summary Dismissal

Serious misconduct sits outside the improvement pathway and may result in summary dismissal after a fair investigation. Examples include theft, fraud, assault, being at work affected by alcohol or drugs contrary to the Alcohol and Other Drugs Policy, serious safety breaches, serious harassment, any child safety breach under the Child Safe Policy, and conduct causing serious and imminent risk to a person or to THRIV3's reputation. An employee may be stood down on pay while an allegation is investigated.

6. Attendance and Absenteeism

Reliable attendance keeps programs running for community. Employees must start and finish at rostered times and record time accurately; notify their manager as early as possible, and no later than the start time where practicable, if unable to attend, giving the reason and expected return; and provide evidence where required under the Leave and Parental Leave Policy. Attendance concerns are managed through the OFL, OFI and PMP pathway. An unexplained and unauthorised absence, where the employee cannot be contacted after reasonable attempts over a sustained period, may be treated as abandonment of employment, handled with procedural fairness before any decision.

7. Records and Review

360 and PDLP records are developmental and are kept separately from improvement pathway records. OFL, OFI and PMP records are kept confidentially on the employee's file. The Board owns this policy; the CEO applies it consistently and reviews it annually.

Board adoption

This policy was adopted by the Board of Directors of THRIV3 (Indigenous Corporation) and takes effect from the date recorded below. It will be reviewed at least every 12 months, and earlier if legislation, ORIC or ACNC requirements, or funding conditions change.

Adopted On: 25/07/2026