Performance review framework for mining managers

An effective performance review system is an important vehicle to establish and reinforce organisation expectations for employees – and not just that they're achieving them, but HOW they're being achieved.

As a people leader, it falls to you to ensure your team:

• Is contributing to achieving the organisation's objectives
• That the method of achieving those objectives aligns with your company values
• That those methods are consistent with legislative requirements.

Having a good framework and process for conducting performance reviews with your team is critical for ensuring the quality of the performance review session, and ultimately the performance of your team for the year ahead.

Developing your performance review system
The Plan, Do, Check, Act framework

The Plan, Do, Check, Act cycle is a framework commonly applied to the cycle of rolling out strategy, undertaking the work to deliver outcomes, regularly monitoring performance and then acting should things change. In planning effective performance reviews with your team, use this approach to set your team – and yourself – up for success.

PLAN

Essential components for the performance review process

Ensure you and your team have the following in place:

• A role description clearly articulating role requirements, primary accountabilities, key relationships within the organisation and any knowledge, skills, experience and behaviours necessary to perform effectively in the role.

• A development plan that identifies how the individual will develop their capability and skills within the organisation over time.

• A schedule outlining objectives to be achieved during the performance period, specifying what is to be achieved, by when they are to be achieved, with necessary resources identified, and in what manner they are to be achieved.

Why a clear role description matters

The role description provides a platform for the performance review process, describing core tasks, accountabilities, required skills and knowledge and the expected behaviours of the individual. Individuals are provided a clear description of what is expected of them in their role, how they will be assessed with respect to performance, and identification of skill development areas.

The document should be reviewed regularly in the performance review process to identify:

• Changes in accountabilities of the role
• Areas for individual development relative to the requirements of the role
• Performance against the core accountabilities of the role.

DO
Conducting the performance review

The performance review process culminates in a performance review assessment that is reviewed with the individual in the first instance. The better your preparation and planning, the clearer and more actionable the performance review itself should be for both manager and colleague.

Key considerations

• How well assignments have been completed with respect to quality, timing and behavioural requirements
• Behaviour of the individual as a team member
• Effectiveness of the individual as a team leader (assuming this is an aspect of their role)
• Feedback from colleagues, customers and support providers on the interaction with them in the achievement of individual objectives
• Any unplanned events that may have impacted the colleagues' performance either positively or negatively during the performance period.

CHECK
Provide guidance to keep the team – and yourself – on track
Providing guidance for your team before, during and after the review process strengthens the depth and capacity of what your people, and the team collectively, can achieve.

Ask yourself – and encourage your people to explore for themselves:
1. What do I have to achieve?
2. When do I have to achieve it?
3. What resources are available to me?
4. How am I going to achieve it?
5. How am I doing?

ACT

Individual development plans

An individual development plan identifies and records the outcome of a development discussion. The development discussion is both retrospective and prospective, as it explores skill and capability gaps identified in meeting the requirements of a role, and establishes the development objectives for an individual to meet the ongoing and future role requirements.

The development plan also takes into account the career and progression hopes and expectations of an individual in identifying development objectives and opportunities. The development plan should be reviewed regularly, at least annually, or at the time change of role. Development plan discussions should be conducted separately and at a different time of the year from performance review discussion to avoid them being a performance discussion.

The annual performance review should be the result of a series of documented discussions over the course of a performance year. A properly conducted performance review should not result in any surprises for the manager or colleague due to the consistency of dialogue throughout the process.

If this framework was useful, gain deeper insights for helping your team reach peak performance with AusIMM's Enabling Optimal Performance short course, part of the Mine Operations Short Course series.

From enabling performance to managing contracts and contractors; leading remote and international teams and ensuring safety obligations and behaviours are observed, this five-week online course has been designed to help new leaders quickly upskill with essential people management skills; and for established leaders to refresh their knowledge and skills as part of their ongoing professional development.

Mine Operations Short Course

Enabling Optimal Performance

AusIMM's Mine Operations Manager Core Skills are a series of courses designed to equip site leaders (and those aspiring to site leadership roles) with knowledge that's essential for successful site operations.

Enabling Optimal Performance

Over 5 weeks, in an online community-based environment, you'll explore topics like:

- Organisations as systems
- Contracts + contractor management
- Managing overseas and remote projects
- Safety and crisis management

"It was useful, informative, applicable to my career and a really refreshing learning experience."

- Participant of AusIMM JORC Code Reporting Professional Certificate

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