VCAA Casual Workforce Performance Management Framework and Process

Purpose

The purpose of this process is to provide a simple, fair and consistent approach to managing the performance of casual employees engaged under Ministerial Order No. 1451 (MO).

This process is designed to:

- set clear expectations for casual employees and hiring manager/delegate
- support day-to-day performance conversations
- promote consistent assessment across a diverse casual workforce
- recognise both general workplace performance and task-specific performance
- support service quality, accountability and continuous improvement

Policy statement

Casual employee performance will be assessed against two broad areas:

1. General performance, capability and workplace behaviours
2. Task-specific performance and outputs

Performance management will focus on supporting employees to understand expectations, perform effectively in their role, and receive timely feedback. Where performance concerns arise, these will be addressed as early as possible through clear feedback, support and reasonable opportunities to improve.

Performance measures

Casual employees will be assessed using two components and four measures:

General performance, capability and workplace behaviours	Task-specific performance and outputs
Integrity and accountability Maintains confidentiality; avoids/manages conflicts; completes tasks as required; takes responsibility for work and is punctual	**Accuracy and quality** Correctness and standard of work
Judgement and initiative Uses sound judgement; works within role boundaries; escalates issues appropriately	**Productivity** Work completed relative to hours worked

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Performance assessment

Performance should be assessed against the agreed measures using a simple rating scale.

Rating	Description
3	Strong – often exceeds expectations
2	Meets expectations – reliable and competent
1	Needs improvement – sometimes falls short of expectations
0	Unsatisfactory – consistently below expectations

Hiring Managers may apply weightings to general and task-specific measures depending on the role. As a guide:

- 50% general performance
- 50% task-specific performance

Alternative weightings may be used where justified by the nature of the role.

Roles and responsibilities

Role	Responsibility
Hiring Manager/Delegate	Set expectations in line with this framework, provide induction, monitor performance, give feedback, document concerns and complete review records
Casual Employee	Understand role expectations, perform duties to the required standard, seek clarification when needed, and respond to feedback constructively
VCAA HR and People, Strategy and Conduct	Provide advice on application of the process, support performance management matters, and promote consistency across work areas

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Performance management process

Stage 1: Commencement and Induction

At the start of the engagement, the hiring manager/delegate will:

- explain the duties and expected standards of performance
- outline the relevant general and task-specific performance measures
- identify any mandatory procedures, systems or training requirements
- advise how feedback and review will occur

Noting there are large casual cohorts, this information will be included in the standard induction template to ensure this is communicated clearly at commencement, rather than hiring managers having 1:1 discussion.

Stage 2: Early check-in

Where applicable, an early check-in should occur after the first 2 to 4 weeks, or earlier for short-term engagements.

The purpose of the early check-in is to:

- confirm understanding of the role
- reinforce expectations
- identify any issues early
- provide coaching or clarification where needed

This check-in may be informal but should be recorded briefly where practicable.

Stage 3: In-employment Review

Hiring manager/delegate will monitor performance throughout the engagement using:

- direct observation
- work output data
- quality checks
- timeliness measures
- feedback from relevant stakeholders where appropriate

Feedback should be:

- timely
- specific
- respectful
- based on examples or evidence
- focused on improvement and support, where needed

Stage 3: End-of-engagement Review

Please note to complete Stage 3, email VCAA HR to request a report that includes four additional columns for each performance metric, which you can use to record performance.

Hiring manager/delegate will complete an end-of-engagement review that:

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- assesses performance against the agreed measures using the rating scale
- where applicable, keep a simple record of performance, which will inform any future engagement decisions at candidate selection stage
- identify and record concerns

Managing performance concerns

Where performance concerns arise, hiring manger/delegate should address them as early as possible. The hiring manager/delegate should:

- identify the issue clearly
- provide specific examples
- explain the expected standard
- invite the casual employee to respond
- clarify any support, instruction or retraining required
- set a reasonable timeframe for improvement where appropriate

Support for improvement

Support may include:

- clarification of instructions
- additional training
- closer supervision
- examples of the required standard
- more frequent check-ins
- adjustment of task allocation where appropriate

If performance does not improve

If performance remains below expectations after feedback and support, the hiring manager should consider appropriate next steps in line with workplace policy, industrial requirements, and advice from VCAA HR or People, Strategy and Conduct where necessary.

For serious misconduct or significant risk issues, the matter should be escalated immediately in accordance with relevant policies and procedures.

Template: Record of Performance Review.docx

Future engagement decisions

Where relevant, review outcomes may inform decisions about future casual engagement. These decisions should be based on:

- operational requirements
- performance against the agreed measures
- conduct and reliability
- capability to undertake the relevant work
- any other relevant and lawful considerations

Future engagement decisions should not be based on irrelevant personal characteristics or subjective views unrelated to work performance.

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Version history

Version	Status	Release date
01	Current	July 2026

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