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## Development and Retention

# KPI reviews - Handout



# Performance reviews

Employees with communication access requirements should, like all employees, have their performance reviewed against the expectations of the role and as per the organisation's performance policies, systems, and practices.

This is an opportunity for both the employer and the employee to share how things are going and identify targets and strategies for improvement, both for the employee and the organisation.

Here are some things to consider when completing performance reviews.

## What to review

- Employee performance, not personality or other traits
- Whether or not the employee meeting their targets or success measures?
  - If the employee meeting their targets or success measures, are their contributions being recognised appropriately?
  - If the employee is not meeting their targets or success measures, are performance issues related to the person's communication access requirements?
- Are there reasonable adjustments that could overcome these issues?
- Have Key Performance Indicators (KPIs) and criteria for career progression been developed with communication access in mind?
- Are all employees measured against the same criteria? Should they be?
- Have success measures and expectations been clearly communicated to the employee, in an accessible format?
- Access requirements and reasonable adjustments

Remember that all of these factors can change over time and the review process should be updated regularly.



### When to review

- Regularly
- Proactively
  - If you identify performance issues, follow your organisation's relevant policies and with your consult Human Resources team - don't wait until a formal performance review to raise concerns.
  - Similarly, if you see the employee is performing well, don't wait for a formal review to let them know.

### How to review

- Communicate clearly.
- Use plain language during conversations and avoid jargon.
- If beneficial to the employee, provide visual supports to assist their understanding of their performance and your expectations - this may include graphs, diagrams, maps or images.
- Make sure the employee gets adequate time to provide input and feedback.
- Allow them time to process information and generate responses.
- Allow them time to contribute in the way that works for them – for example, emailing their ideas to you prior to the review meeting.
- Ask questions like, 'Is there anything we can do to support you in reaching this target?'

### How to use review data

- Seek permission from employees to collate and analyse their feedback, explaining how and why the data will be used.
- Identify systemic issues and trends.
- Review whether or not all employees with communication access requirements encountering similar barriers.
- Use their feedback to assess the effectiveness of the reasonable adjustments and retention initiatives your organisation is offering.



### What if the employee's performance does not improve over time

- Have reasonable adjustments been offered and do they need to be reviewed?
- Are there other reasonable adjustments that could be considered?
- Does the employee agree they will be better suited to another role within the organisation?
- Have you accessed or engaged external supports to identify other solutions? (e.g. Job Access, [IncludeAbility](#))

### Final considerations:

Research indicates the performance of people with disabilities is often inconsistent and can be influenced by bias, conscious or unconscious.<sup>1</sup> Consider how educational opportunities within the workplace can help staff develop their understanding of communication access requirements and disability.

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This information provides guidance on how to support communication in the workplace with people who have communication access requirements. It should not be relied upon in relation to employment law matters - independent advice should be sought.

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<sup>1</sup> Burke, J., Bezyak, J., Fraser, R. T., Pete, J., Ditchman, N., & Chan, F. (2013). Employers' attitudes towards hiring and retaining people with disabilities: A review of the literature. *The Australian Journal of Rehabilitation Counselling*, 19(1), 21-38.