

PERFORMANCE DEVELOPMENT POLICY

PURPOSE

The purpose of this policy is to outline Council's commitment to the performance development process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organisation. Performance development is the continuous process of setting objectives, assessing progress and providing on-going coaching and feedback, to ensure that employees are meeting their objectives and career goals in alignment with Council's Mission, Vision and Values.

SCOPE

This policy refers to all areas of performance development from probation through a continuous process of senior staff and employees working together to plan, monitor and ensure that at a minimum an annual review takes place, to provide an overall contribution to Council's strategic direction.

OBJECTIVES

The objectives of this policy include:

- a. Establish clear communication between managers and employees about what they are expected to accomplish.
- b. Ensure that employee work plans support the strategic direction of the organisation.
- c. Support staff in achieving their work and career goals by identifying training needs and development opportunities.
- d. Support administrative decision-making about promotions, terminations, compensation and rewards.
- e. Provide an accurate picture of each employee's performance.
- f. Include a collaborative process for setting goals and reviewing performance based on two-way communication between the employee and manager.
- g. Monitor and measure results (what) and behaviours (how).
- h. Include both positive feedback for a job well done and constructive feedback when improvement is needed.
- i. Provide training and development opportunities for improving performance.
- j. Provide constructive and continuous feedback on performance.
- k. Identify and recognise employee accomplishments.
- l. Identify areas of poor performance and establish plans for improving performance.
- m. Provide legal documentation to demonstrate due diligence for legal challenges related to dismissal or vicarious liability.

POLICY

Council acknowledges that Performance Development is a continuous process of planning, monitoring, and reviewing of employee performance. Council will ensure that the Human Resource Management policy, procedures and practices are in place to support the performance management process.

- a. Planned positions and written position descriptions aligned with Council strategic direction;
- b. Effective supervision and supervisory processes;
- c. Comprehensive employee orientation, training, coaching, and mentoring;
- d. A positive and supportive work environment which encourages employees to ask questions, be involved in work processes, use initiative, and be innovative; and
- e. Acknowledging that performance management is a continuous process of planning, monitoring and reviewing of employee performance.

PROCEDURE

General Principles

Council is committed to a performance management process that:

- a. Provides a holistic approach across council departments;
- b. Is for all council employees;
- c. Is open and honest and encourages two-way communication between management and the workforce;
- d. Incorporates continuous feedback – to enable experiences and knowledge gained on the job by individuals, to modify management objectives; and
- e. Measures and assesses all performance against jointly agreed goals.

Performance Development Process

Council's performance management process includes the following stages:

1. Planning and defining – which includes:
 - a. Developing a comprehensive position description;
 - b. Setting short and long-term goals; and
 - c. Identifying key objectives; and
 - d. Developing a clear metric for how the objectives and goals will be assessed.
1. Feedback stage – An opportunity for employees to provide input into the position objectives and goals.
2. Approval stage – this is a time for management and employees to both agree as to the definition of the role and expected outcomes.
3. Coaching and mentoring stage – this is carried out on a regular basis and focuses on solutions and coaching opportunities.
4. Solicit feedback from both management and employees – honest feedback that assists in meeting objectives and goals.
5. Revisit objectives where necessary – ongoing.
6. Complete an employee appraisal – a clearly documented performance review that looks backward to assess the behaviour and accomplishments of the past year.

Process Cycle

At the commencement of each year, the Human Resources Officer and management agree on an appropriate timeline for structuring employee appraisals. New employees - once completed their probation period, fall in line with the yearly performance management process cycle.

Management is responsible for ensuring that appropriate management and appraisals are completed within timeframes. Performance appraisals are to be kept in each individual's personnel file.

Performance Appraisal Documentation

Performance Appraisal documentation shall align employees with Councils Mission, Visions and Values – this provides the basis of best practice for what Council is striving to achieve within the framework of their strategic and operational planning. The selection criteria for each individual position shall align the employee with the expectations of the role and also provide clarity around the position itself.

Underperformance Employee Management

There are many reasons for underperformance by an employee. Please refer to the Underperformance & Misconduct Policy.

DEFINITIONS

Performance Development

Refers to an ongoing process of communication between a manager/supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organisation.

Performance Appraisal

Also known as an annual review, performance review or evaluation, or employee appraisal. A performance appraisal is a regular review of an employee's work performance and overall contribution to the organisation. It allows management to evaluate an employee's skills, achievements, and growth, or lack thereof.

ACCOUNTABILITIES & RESPONSIBILITIES

- a. The Council is accountable for:
 - Ensuring the organisation has in place a lawful, transparent and accountable policy framework, supported by a suite of compliant and appropriate policies and procedures.
 - Endorsing (or not) each organisational policy document in a timely and effective manner; and
 - Delegating implementation of each policy document to the CEO.
- a. The CEO is accountable for ensuring the development, implementation, monitoring and review of this policy document, in accord with governing legislation and Council directives.
- b. The Executive Management Team and managers are responsible for:
 - Ensuring that all workers under their direction comply with this policy document; and
 - Enacting process to redress non-compliance with this policy document.
- c. All workers are individually responsible for complying with this policy document.

GUIDELINES

Local Government Act 1995

STATUTORY ENVIRONMENT

Fair Work Act 2009

Fair Work Amendment Act 2013

Industrial Relations Act 1979

Minimum Conditions of Employment Act 1993

Local Government Act 1995

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	Signature
01	Nicole Gibbs	29 June 2023	278 - 22/23	Requirement for Medical Practice accreditation	June 2025	