



**WINTON SHIRE COUNCIL
HUMAN RESOURCES**

PERFORMANCE MANAGEMENT POLICY

PERFORMANCE MANAGEMENT - POLICY

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PERFORMANCE MANAGEMENT - POLICY

PURPOSE

The purpose of this Winton Shire Council policy, is to outline Council's commitment to the performance management process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization.

Performance management 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 Performance Management policy refers to all areas of performance management 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 Performance Management Policy include:

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

ROLES & RESPONSIBILITIES

The Chief Executive Officer (CEO), Directors, Managers, Supervisors and Human Resources Officer are responsible for ensuring that this policy and associated documents are understood and adhered to by all Council Employees.

DEFINITIONS

Performance Management - 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

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performance and overall contribution to the organisation. It allows management to evaluate an employee's skills, achievements, and growth, or lack thereof.

POLICY STATEMENT

Council acknowledges that Performance Management 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.

- Planned positions and written position descriptions aligned with Council strategic direction,
- Effective supervision and supervisory processes,
- Comprehensive employee orientation, training, coaching, and mentoring,
- A positive and supportive work environment which encourages employees to ask questions, be involved in work processes, use initiative, and be innovative, and
- 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:

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

Performance Management Process

Council's performance management process includes the following stages:

- Planning and defining – which includes:
 - Developing a comprehensive position description,
 - Setting short and long-term goals, and
 - Identifying key objectives, and
 - Developing a clear metric for how the objectives and goals will be assessed.
- Feedback stage – An opportunity for employees to provide input into the position objectives and goals.
- Approval stage – this is a time for management and employees to both agree as to the definition of the role and expected outcomes.
- Coaching and mentoring stage – this is carried out on a regular basis and focuses on solutions and coaching opportunities.
- Solicit Feedback from both management and employees – honest feedback that assists in meeting objectives and goals.
- Revisit Objectives where necessary – ongoing.
- 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.

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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

Reasons for Underperformance

Reasons for underperformance by an employee may include but is not limited to the following:

- Personal issues,
- Lack of knowledge or skills,
- Bullying, interpersonal differences or cultural misunderstandings,
- Unclear understanding of goals and standards, and/or
- Low personal motivation or confidence.

Underperformance Process

Council will address underperformance through the following procedure:

Step 1 – Identifying the problem

Step 2 – Assess and analyse identified issues

Step 3 – Meet with the employee

Step 4 – Agree on a solution

Step 5 – Monitor and review employee performance

NOTE: The Winton Shire Council Performance Management Procedure, describes in detail Councils internal efficient and effective performance management processes.

COMMUNICATION

- All Council employees will have access to this policy.
- All Council employees will be provided with opportunities to be involved in the review of this policy.
- All Council employees will be provided with information from this policy at the time of employment and orientation.
- Changes/amendments made to this Policy document will be communicated to all employees.

ENFORCEMENT

The failure of any employee to comply with this policy in its entirety may lead to:

- Performance management - process which may involve refresher or further training, or
- Modification or termination of employment.

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RELATED COUNCIL DOCUMENTATION

- Recruitment Procedure
- Anti-Discrimination, Bullying and Harassment Policy
- Privacy and Confidentiality Policy
- Performance Management Policy
- Performance Management Procedure
- Professional Development and Study Progression Policy

LEGISLATION, RECOGNISED AUTHORITIES AND OTHER SOURCES

- Local Government Act 2009(Qld)
- Local Government Regulation 2012(Qld)
- Public Service Act 2008(Qld)
- Public Sector Ethics Act 1994(Qld)
- Code of Conduct – for the Queensland Public Service
- Fair Work Ombudsman

CEO DISCRETION

Where applicable, the CEO can apply their discretion as to the enforcement of the requirements outlined in this policy and any requests for variations to this policy.

REVIEW OF POLICY

This policy remains in force until amended or repealed by resolution of Council. This document will be reviewed biannually or as required.

RECORD OF AMENDMENTS and ADOPTIONS

DATE	REVISION NO	REASON FOR AMENDMENT	ADOPTED BY COUNCIL
November 2021	V1.0	Preparation for Council Adoption	18 th November 2021