

POLICY NO AND TITLE	<b>1.2.1</b>	<b>Conditions of employment policy</b>
PROCEDURE	1.2.1(z)	Performance management
VERSION AND DATE ADOPTED	1	
RESPONSIBLE OFFICER		Manager Human Resources

## Skills and Performance Review

Council has adopted a process of Skills and Performance Review to provide feedback to staff about performance and to plan and review training needs.

The main objectives of the review process are: -

- To provide a mechanism for the recognition and reward of acquiring and using additional skills as highlighted in individual training plans.
- To provide an opportunity to review individual position descriptions and agree on future priorities for positions.
- To enable discussion on employee performance in relation to the position description.
- To recognise and encourage successful performance or to identify areas in which improvement is required.
- To provide employees with the opportunity to discuss the development of personal goals to improve job satisfaction and career opportunities.
- To identify appropriate employee training needs for ongoing career development

The advent of team based work arrangements in some areas of Council has generated a change of focus in performance review. Teams are reviewed based on the achievement of team objectives rather than the performance of individual team members.

The review process is also intended as a method of promoting ongoing support to teams by ensuring that agreed outcomes are implemented.

## Individual Skills and Performance Reviews

A copy of the Skills and Performance Review (SPR) form is included as an appendix to this manual and the procedure for completion of the form is included in the document.

SPR interviews shall occur each year during May and June employees shall be given at least 2 weeks notice prior to the interview to enable them to prepare for the discussion.

The outcomes of the review process are in each of the parts as follows:

- Part A:** An opportunity to identify changes in the position, problems which affect the work of the position, work accomplishments, and to indicate the level of job satisfaction.
- Part B:** An assessment of the skills and performance of the individual in the range of factors detailed in the form and the opportunity to provide feedback.
- Part C:** A record of the training requirements of the position for the next twelve months, including performance criteria and agreed methods of assessment.

**Part D:** A summary of the skills and performance review process and an opportunity for both the employee and the Supervisor/Manager to comment on the process.

The formal discussion does not replace the need for employees and supervisors to regularly communicate about performance.

### Team Based Skills and Performance Review

A copy of the Team Based Skills and Performance Review (TBSPR) form is included as an appendix to this manual and the procedure for completion of the form is included in the document.

TBSPR interviews shall occur each year during May and June and the team shall be given at least 2 weeks notice prior to the interview to enable them to prepare for the discussion.

The outcomes of the review process are in each of the parts as follows:

- Part A:** An opportunity to identify changes in any position, or positions in the team, problems which affect the work of the team, work accomplishments, and to indicate the level of job satisfaction. The form also provides opportunity for comment on the level of management support provided to the team.
- Part B:** An assessment of the skills and performance of the team in the range of factors detailed in the form and the opportunity to provide feedback.
- Part C:** A record of the training requirements of team members for the next twelve months, including performance criteria and agreed methods of assessment.
- Part D:** A summary of the skills and performance review process and an opportunity for team members and the Manager to comment on the process.

The formal discussion does not replace the need for the team and the Manager to regularly communicate about performance.

### Grievance Procedure

The procedure for dealing with grievances raised with the outcome of the Annual Performance Incentive shall be as detailed below:

- Notify your Manager in writing of the reasons for the grievance.
- Your Manager will discuss these reasons with you and/or your team and in the event that these discussions do not resolve the cause for the grievance the matter will be referred to the Director.
- The Director will review the assessment and will discuss the process and the outcome with you and/or your team.
- In the event that the grievance is not resolved at this level it will be referred to an appeal panel consisting of the delegate of the relevant Union, the relevant Director and the Human Resources Manager.

This procedure does not effect an employee or team's right to pursue a grievance consistent with the procedure detailed in the Award.

## Annual Performance Payment

Council has adopted an Annual Performance Payment scheme to recognise and reward, through the payment of an annual lump sum payment, specific major achievements in the position or in the team.

The main objectives of the performance payment scheme are: -

- To recognise and encourage outstanding performance.
- To provide a mechanism for the recognition and reward for the achievement of specific major performance targets.

The advent of team based work arrangements in some areas of Council has generated a change of focus in performance review. Teams are reviewed based on the achievement of team objectives rather than the performance of individual team members.

## Individual Annual Performance Assessment

A copy of the Annual Performance Assessment (APA) form is included as an appendix to this manual.

The process of assessment will include the following steps:

- Your Manager will complete the assessment of your performance including the achievement of your major performance targets.
- Your Manager will discuss the outcome of the performance assessment with the Director.
- The outcome is then referred to a review panel, which will consist of the General Manager, the three Directors and the Human Resources Manager.
- The panel will ensure that the process has been applied consistently and the outcome is fair in all the circumstances.
- You will be advised by your Manager of the assessment results and have the opportunity to discuss the outcome.
- A grievance procedure, detailed below, has been established to address concerns or issues.

The Annual Performance Assessment form provides two means of assessment:

- A number of performance evaluation factors will provide the basis for 60% of the rating assessment.
- The level of achievement of the specific major performance targets will determine the remaining 40% of the rating assessment.

APA will occur each year during October and employees will be advised of the outcomes by the middle of November.

Performance payments will be paid by the second pay period in December.

**The formal discussion does not replace the need for employees and supervisors to regularly communicate about performance.**

## Team Based Annual Performance Assessment

A copy of the Team Based Annual Performance Assessment scheme (TBAPA) form is included as an appendix to this manual.

The process of assessment will include the following steps:

- Your Manager will complete the assessment of your team's performance including the achievement of your major performance targets.
- Your Manager will discuss the outcome of the performance assessment with the Director.
- The outcome is then referred to a review panel, which will consist of the General Manager, the three Directors and the Human Resources Manager.
- The panel will ensure that the process has been applied consistently and the outcome is fair in all the circumstances.
- You will be advised by your Manager of the assessment results and have the opportunity to discuss the outcome.
- A grievance procedure, detailed below, has been established to address concerns or issues.

The Annual Performance Assessment form provides two means of assessment:

- A number of performance evaluation factors will provide the basis for 60% of the rating assessment.
- The level of achievement of the specific major performance targets will determine the remaining 40% of the rating assessment.

TBAPA will occur each year during October and the team will be advised of the outcomes by the middle of November.

Performance payments will be paid by the second pay period in December.

**The formal discussion does not replace the need for employees and supervisors to regularly communicate about performance.**

## Grievance Procedure

The procedure for dealing with grievances raised with the outcome of the Annual Performance Incentive shall be as detailed below:

- Notify your Manager in writing of the reasons for the grievance.
- Your Manager will discuss these reasons with you and/or your team and in the event that these discussions do not resolve the cause for the grievance the matter will be referred to the Director.
- The Director will review the assessment and will discuss the process and the outcome with you and/or your team.
- In the event that the grievance is not resolved at this level it will be referred to an appeal panel consisting of the delegate of the relevant Union, the relevant Director and the Human Resources Manager.

This procedure does not effect an employee or team's right to pursue a grievance consistent with the procedure detailed in the Award.

## Performance Reviews – Senior Officer Contracts

Council is committed to objectively review the performance of its Senior Officers in accordance with the provisions of their contracts. The formal annual review of performance will focus on the performance measures outlined in Schedule A of the contracts and shall incorporate feedback provided by the General Manager and nominated Councillors, Senior Officers and Managers, together with a self-assessment by the individual officer.

### Performance Review – General Manager

Eight (8) weeks prior to the review date, the Mayor and the General Manager shall each nominate two (2) Councillors to provide feedback on his/her performance.

The three Directors will also be requested to provide feedback by completing Form B and forwarding to the Mayor.

- The General Manager shall complete a self-assessment on Form B and also prepare a report to indicate the progress made against the performance measures in the schedule to the contract.
- The formal review by the Corporate Planning Committee will be facilitated by the Mayor and shall include:-
  - a) The feedback provided by the Councillors and the Directors
  - b) The General Manager's self-assessment of performance during the past 12 months against the performance measures in the contract and a summary of other achievements/progress made during the year
  - c) Members of the Corporate Planning Committee will be invited to comment, or seek responses, on any issues relating to the General Manager's performance
  - d) The Committee shall consult with the General Manager on any specific goals/objectives for the coming 12 months.
  - e) The Mayor shall facilitate the adoption of an appropriate recommendation from the Committee, based on all the facts considered during the formal review process, at the next available Council meeting.
- If the recommendation is adopted by Council, the General Manager is to be issued with a statement in accordance with Clause 5.4.3 of the contract.
- Within 3 months of the review, the General Manager and the Mayor shall sign a revised performance agreement (Clause 5.1).
- An action plan is prepared by the General Manager in accordance with Clause 5.3.
- The Corporate Planning Committee shall provide the General Manager with feedback throughout the year in terms of performance against the Committee's expectations.

### Performance Review – Other Senior Officers

Eight (8) weeks prior to the review date, the Senior Officer shall be requested by the General Manager to complete Form A to indicate who the Senior Officer would like to provide feedback on his/her performance. The list shall comprise of the following:

**3 Councillors** All will be used in the formal process. One Councillors will be nominated by the General Manager, a different Councillors nominated by the officer

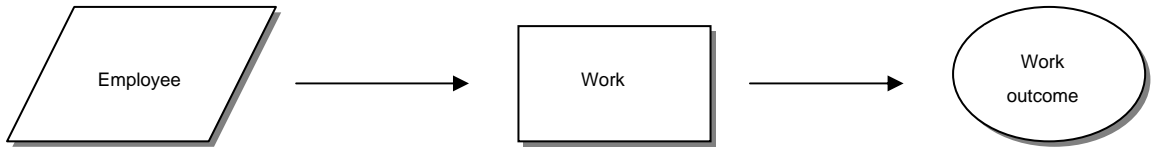
and a different Councillor nominated by the Mayor (the Mayor may nominate himself/herself).

**Other Directors** All will be used.

**4 Managers** Two will be used in the formal process. Two managers will be nominated by the General Manager and two different managers by the Senior Officer. The General Manager and the Senior Officer each select the feedback of one manager.

- The Senior Officer shall complete a self-assessment on Form B and also prepare a report to indicate the progress made against the performance measures in the schedule to the contract.
- Six (6) weeks prior to the review date, the General Manager requests the other 2 Directors and the nominated Councillors to prepare feedback forms (form B) which are to be completed and returned within 2 weeks (i.e. 4 weeks prior to the formal review). The General Manager also completes Form B.
- The formal review will be by the General Manager and shall include:-
  - a) The General Manager's evaluation of the Senior Officer's performance
  - b) The summary report of the feedback provided by the Councillors, Directors and Managers.
  - c) The Senior Officer shall present a self-assessment of performance during the past 12 months against the performance measures in the contract and a summary of other achievements/progress made during the year
  - d) The General Manager shall establish, with the Senior Officer, specific goals/objectives for the coming 12 months.
    1. The General Manager shall issue the Senior Officer with a statement in accordance with Clause 5.4.3 of the contract.
    2. The General Manager and the Senior Officer shall sign a revised performance agreement within 3 months of the formal review (Clause 5.1 of the contract) unless the performance agreement is contained within the contract itself.
    3. An action plan is prepared by the Senior Officer in accordance with Clause 5.3 of the contract.
    4. The Senior Officer shall monitor performance throughout the year in terms of the adopted action plan and report progress quarterly to the General Manager.
    5. The General Manager shall report the outcome of the review to the Corporate Planning Committee annually for its information.

Form B

Performance Feedback form	
Employee Name:	Section:
Position Title:	Date:
Instructions	
<p>There are three feedback tables for you to complete, each considered a different aspect of overall performance</p>  <pre> graph LR     Employee[/Employee/] --&gt; Work[Work]     Work --&gt; Outcome((Work outcome))     </pre> <p>What they bring to the job                      How they work to achieve results                      What they actually achieve</p> <p>Read up each column, starting at the bottom, and circle the box which from your perspective best fits the employee.</p> <ul style="list-style-type: none"> <li>• There should be no “half and half” results. If in doubt, circle the lower description and add comments for explanation.</li> <li>• Your feedback is vital to the employees ability to support you in your job so be honest in your evaluation. This feedback does not affect the employees pay. Remember that your input will remain strictly confidential and only a summary of all feedback will be provided to the employee and their supervisor.</li> <li>• Should you have any questions regarding the completion of this form, please do not hesitate to contact the Human Resources Department.</li> </ul>	

What abilities has ..... brought to the job			
Planning	Competency	Communication	Innovative thinking
Links together the 'unexpected' to create brilliant outcomes. Works daily to convert dreams to reality.	Knows what to do, how to do it, when to do it and why. Recognised by others as the expert. Shares skills generously with others. Could be part owner of business. The needs and desires of the customer define what has to be done.	Creates and supports ways for people to maintain effective communication within and across all work areas. Others would like to communicate as well as this person does.	Forward thinking when it comes to creating new products and ways of delivering superior customer service.
Works with others to improve and get the best from processes and resources. Makes schedules and plans which suit customer requirements.	Skills match the needs of the team. Supports others to achieve similar skill levels. Open to learning new things from anywhere. Positively improves the Organisations knowledge. Learns new skills to improve customer satisfaction.	Always chooses the right way to say things. Welcomes feedback and acts on it.	Brings to life new solutions to old problems.
Develops processes, ideas and plans to achieve long term goals. Considers all important factors before acting.	Thinks about the customers when planning to learn new skills. Talks with authority about all aspects of the work unit. Follows through the "whole job".	Really listens to the other person. Doesn't mind getting feedback.	Encourages others to develop and implement new and alternative solutions. Contributes great ideas for improving team performance.
Important issues as well as urgent ones addressed. Inconsistent approach to achieving long term goals.	Does the job and contributes beyond it whenever asked. Does the job understanding how it relates to the teams performance.	Tries to listen to the other persons point of view. Has trouble accepting feedback.	Thinks above the way things are currently done within the team to seek improvement.
Today's actions not linked to long term goals. Slow to respond to changing customer needs.	Skills fit the technical job, not necessarily the customers needs. Understands how their job relates to their customers future well being.	Understands that the way they communicate effects others. Avoids feedback and conflict situations.	Makes changes to own job to improve effectiveness and efficiency.
Applies a 'band aid' approach. Responds to the person with the loudest voice. Unaware of or doesn't care about long term goals.	Needs advice and help to complete tasks. Best outcomes only achieved with an enormous effort. "This is my job" / "That is your job" approach.	Talks 'at' people rather than with them. Little commitment to resolving issues, especially difficult ones.	Only works as documented or instructed and does not do obvious extra things.

**Comments**

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How .....works to achieve results			
Contribution to the team	Approach to the Job	Continuous Improvement	Initiative & Decisiveness
Gives whatever is necessary to achieve team success and inspires, encourages others to do the same.	Always constructive and takes the initiative to assist others. Thrives on delivering customer satisfaction and will 'walk on water' to achieve it. Displays the highest level of professionalism.	Always add value. Constantly improves processes. A leader of effective improvement. When this person says 'She'll be right mate" ... it will.	Always at the front. Resolves issues before they become problems and takes advantage of opportunities before the competition does. Makes speedy decisions and accepts responsibility for them. Decisions support corporate goals.
Truly understands that the team can produce results greater than any one person. Takes pride in achieving team results.	Flexible and adaptable. Willing to have a go at anything. A great 'company person'. Works for the long term security of the organisation and the customer.	Leads continuous process improvements by personal example. Works around obstacles to ensure the job gets done and doesn't skip a beat when assignments or priorities change. Actively finds new ways of meeting changing customer needs.	Encourages (through example) others to use their initiative and to contribute. Confidently and speedily gives responses.
Sees how their contributions can affect team success. Actively participates to achieve team goals.	Understands what others are trying to achieve and works to achieve a positive result.	Reviews systems and procedures and implements findings to improve performance. Work plans focus on customer satisfaction and will go outside the 'rules' when sensible to do so.	Takes action to improve processes. Makes decisions which support the business units goals.
Complies with a team approach and participates as much as able.	Works hard on their own job but doesn't involve themselves with other sections or business units.	Understands what best practice means. Uses mistakes to improve in the future. Takes responsibility for customer satisfaction – even other peoples customers.	Suggests improvements for team processes. Responds to issues effecting their own job team tasks.
Contributes to the team but is unsure why a team approach is necessary.	Talks about the Organisation as though they were not a part of it.	Participates in system and process reviews. Understands the need to adopt a 'can do' approach to work. Can be persuaded to respond to changing needs but makes it hard for others along the way.	Confident making decisions directly related to own job, team tasks.
Has some input to the team but mostly operates as an individual.	Has trouble saying good things about the organisation and work colleagues. Takes just enough care to get by.	Hangs on to the traditional ways of doing things both good and bad. 'Somehow', 'sometime' but only during office hours. Can't see a read need for change.	Waits to be told what to do at work. Prefers others to make decisions.

What .....actually achieves	
Efficiency	Service Satisfaction
Anticipates and fulfils customer	Delivers "Best in class".

<b>What .....actually achieves</b>	
expectation in a timely and cost effective manner. Achieves great results with a minimum of fuss all the time.	Dedicated to total customer satisfaction. Always goes out of the way to deliver outputs that anticipate the future needs of the customer. Gets it right the first time. Customers are highly valued and everything this employee does demonstrates this.
Actively promotes strategies to achieve greater efficiency. Works to change systems so that time lines can be better met in the future.	Anticipates customers needs and goes to great lengths to satisfy them. Initiates and follows through the development of quality processes. Understands customers needs and can anticipate their future desires. Goes to great lengths to achieve customer satisfaction.
Meets customer defined time lines making changes elsewhere to ensure this happens. Uses a systematic approach to decide best way to achieve goals.	Spends time on the right tasks and issues to achieve customer satisfaction. Improves the process in response to customer feedback. Sees excellent customer service as a normal part of the job. Gets the job done and changes systems to ensure this happens. Delivers excellent customer service to some customers and meets the obvious needs of the other customers.
Uses a systems approach to eliminate waste and achieve goals. Considers delivery on time really important.	Systematically prioritises and plans to meet customer needs. Monitors outputs and processes to ensure the agreed quality standards are met. Excellent customer service to some but not all customers. Delivers the obvious needs of the customer.
Identifies opportunities for eliminating waste within own job. Achieves time lines on important work tasks. Aware of need to deliver on budget.	Try's to discover and understand changing customer needs. Understands the organisations focus on the customer and is starting to translate this into their own job. Works to and meets specification requirements. Delivers outputs that generally meet the needs of the customer.
Sets deadlines which may not be related to customer needs and does not necessarily meet them. Thinks trying hard is the most important issue.	Does nothing new to meet customer needs. Customers are considered an interruption to work. Thinks its their role (not the customers) to define quality standards.

**Comments**

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Thank you for providing this feedback.  
 When completed, please return to the General Manager sealed in the envelope provided

**Grievance/Disputes relating to Performance Management**

The normal Council grievance or disputes procedure shall be followed should a situation arise. (Refer Section 2.9)