

# Performance Development and Management Procedure

## 1. Purpose

Performance development and management is a multi-faceted, two way process between managers and staff. Critical features of Council's approach to performance development and management are outlined in this procedure.

## 2. Approval and Change History

Procedure ID	Version	Approval Date	Approval by	Change
TBA	1	TBA	Senior Manager Organisational Development	New Procedure

## 3. Scope

This procedure applies to staff employed by Council on an ongoing or fixed term basis who have been in their current role for no less than six months.

## 4. Definitions

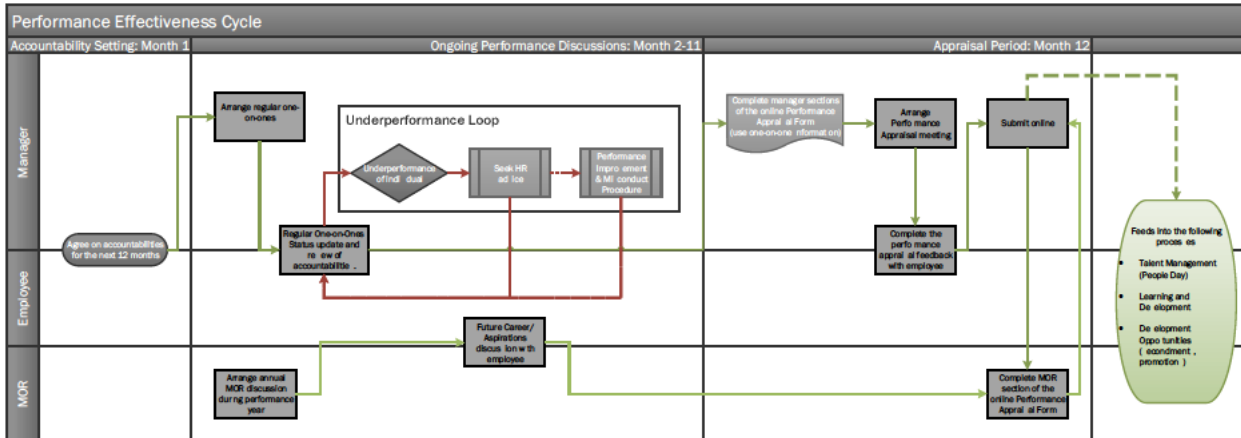
Term	Definition
Council	The City of Playford in its entirety as an organisation.
Employee	Includes Permanent, Fixed Term and Casual Council employees.
Manager	"Immediate Manager" and "Manager" shall mean positions within the organisation that are held accountable for their own work, but also for the output and performance of others (i.e.- their direct reports).
Manager once Removed	An employee's manager's manager (i.e. the position an employee's direct manager reports to).
One-on-One discussions	Discussion held between the Employee and Manager to build an open and trusting relationship and for the Manager to provide coaching and support to the employee to deliver work relevant to their position and accountabilities.
Skip Level Report	The employees that directly report to a managers direct reports (where applicable).

Term	Acronym
HR	Human Resources
PDL	Professional Development Leave
MoR	Manager once Removed

	Procedure No.:	N/A	Version No.:	1
	ECM Document Set No.:	2281204	Initial Date of Adoption:	TBA
	Authorised by:	Senior Manager Organisational Development	Date of Current Version:	May 2016
	Document Maintained by:	Organisational Development	Next Review Date:	May 2020

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## 5. Procedure




### 5.1 Performance Effectiveness Procedure

Performing Responsibility	Task Description
	<b>Setting Accountabilities</b>
<b>Manager</b>	<p>5.1.2 <b>Shall</b> agree the 12 monthly accountabilities in terms of expected outcomes with employees using the <a href="#">Monthly One-on-One form</a>.</p> <p><a href="#">GUIDE: Writing Effective Accountabilities, Measures &amp; Outcomes</a></p> <p>This should be completed at the beginning of the <i>Performance Effectiveness Cycle</i> (July – August each year) or upon commencement in the position in the case of new employees.</p> <p>5.1.3 <b>Shall</b> ensure the goal setting discussion involves:</p> <ul style="list-style-type: none"> <li>Clarifying accountabilities,</li> <li>Identifying the employee’s overall expected behaviours</li> <li>Conversations around the knowledge, skills and support that the staff member needs in order to achieve their accountabilities; and</li> <li>Setting achievable and measurable work outcomes with timeframes for the coming performance cycle (normally a 12 month period).</li> </ul>
	<b>Regular Coaching</b>
<b>Manager</b>	<p>5.1.4 <b>Shall</b>, provide feedback on performance as it occurs.</p> <p>5.1.5 <b>Shall</b> hold regular one-on-one discussions on a monthly basis to discuss work progress and create an opportunity for the employee and manager to communicate on general matters;</p> <p><i>A manager may extend their frequency of discussions up to quarterly by approval only of their General Manager with consideration of factors such as:</i></p>

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Performing Responsibility	Task Description
	<ul style="list-style-type: none"> <li>• <i>size of team (over 20 employees for example)</i></li> <li>• <i>geography/ location of staff</i></li> <li>• <i>other special circumstances</i></li> </ul> <p>5.1.6 <b>Shall</b> ensure the one-on-one discussion involves:  <b>General/Work:</b></p> <ul style="list-style-type: none"> <li>• Opportunity for the employee to talk about general topics or ask questions of their manager.</li> </ul> <p><b>Accountability-specific work</b></p> <ul style="list-style-type: none"> <li>• How are you going? (<i>Progress of accountability</i>)</li> <li>• How can I help support you? (<i>Advice or support required to achieve accountability</i>)</li> <li>• Do we need to adjust the plan? (<i>Check-in to assess if milestones and work is on track</i>)</li> </ul> <p>5.1.7 <b>Shall</b> document accountability discussion in the <a href="#">Monthly One-on-One form</a> and update the status of outcomes for the relevant month.</p> <p>5.1.8 <b>Shall</b> ensure completed outcomes are closed off and any new agreed accountabilities and/ or outcomes added during the 12 month cycle period.</p> <p>5.1.9 <b>Shall</b> seek advice from HR if there are any areas of underperformance throughout the year.</p>
<b>Employee</b>	<p>5.1.10 <b>Shall</b> be actively involved in their own performance development and management and to be accountable within the responsibilities of their position.</p> <p>5.1.11 <b>Shall</b> actively seek opportunities for development with their manager and MoR where wanting to develop beyond their current role.</p>

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## 5.2 Performance Appraisal Process

Performing Responsibility	Task Description
	<b>Performance Appraisal Form</b>
<b>Manager</b>	<p>5.2.1 <b>Shall</b> follow the process and instructions for completion of the Performance Appraisal for that year as distributed by HR.</p> <p>5.2.2 <b>Shall</b> complete Performance Appraisals in line with published deadlines (generally July- September each year). Any extensions due to extenuating circumstances are to be approved by the employee's MOR.</p> <p>5.2.3 <b>Shall</b> complete the manager sections of the Performance Appraisal Form using a consolidation of the previous 12 months of the <a href="#">Monthly One-on-One forms</a>.</p> <p><i>No new information is to be introduced at this stage.</i></p> <p>5.2.4 <b>Shall</b> take into account the required behaviours for all staff members during the appraisal process. Behaviours are derived from Council's values, position descriptions, policies and code of conduct and as such may be modified from time to time.</p> <p>5.2.5 <b>Shall</b> seek assistance from HR if unsure of any step in completing the annual performance appraisal.</p>
	<b>Performance Appraisal Meeting</b>
<b>Manager</b>	<p>5.2.6 <b>Shall</b> meet with all eligible employees on a face to face basis in a quiet, confidential environment.</p> <p>5.2.7 <b>Shall</b> provide each employee with their completed appraisal no less than 24 hours prior to their appraisal meeting.</p>
<b>Employee</b>	5.2.8 <b>Shall</b> participate in appraisal discussions by giving feedback to their appraisal and its ratings.
<b>Manager</b>	<p>5.2.9 <b>Shall</b> take into consideration the employee's comments and make adjustments to the appraisal where reasonable.</p> <p>5.2.10 <b>Shall</b> identify any minor differences of view about a rating of a goal or behaviour, and record on the performance effectiveness appraisal form.</p> <p>5.2.11 <b>Shall</b>, in collaboration with the employee, identify training or skill development in the Training and Development section of the appraisal form in order to achieve the position responsibilities for the appraisal period, or the planned goals for the next 12 months.</p> <p>5.2.12 <b>Shall</b> submit appraisal form to the employee's MOR.</p> <p>5.2.13 <b>Shall</b> provide final copy to employee</p>

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Performing Responsibility	Task Description
	<b>MOR discussion</b>
<b>MoR</b>	5.2.14 <b>Shall</b> meet with skip level reports during the year but prior to the completion of the Performance Appraisal process to discuss and document within the Performance Appraisal form: career goals and aspirations and any training/development requirements in order to achieve career goals where these goals are in alignment with Council.
<b>Employee</b>	5.2.15 <b>Shall</b> participate in discussions by identifying their aspirations and any development opportunities.
<b>MOR</b>	5.2.16 <b>Shall</b> submit completed Performance Appraisal Form to HR. 5.2.17 <b>Shall</b> perform calibration of all appraisal results with other peer-level MOR to ensure fairness in judgements across their team
	<b>Grievances</b>
<b>Employee</b>	5.2.18 <b>Shall</b> follow the <i>Grievance and Dispute Resolution Policy</i> and procedure where significant disagreement over a rating or the overall appraisal occurs that cannot be resolved through a one on one conversation.


## 6 Supporting Documentation

Performance Development and Management Policy

[Monthly 1:1 Business Record](#)

[Performance Effectiveness Appraisal Click Page](#)

[GUIDE: Writing Effective Accountabilities, Measures & Outcomes](#)

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