

Performance Appraisal – Employee Policy

POLICY

This policy sets out the responsibilities of supervisors and employees and specifies the processes for the implementation of staff Performance Development and Review.

The Council is committed to providing a working environment with structures and systems that:

- support the achievement of corporate objectives;
- encourages improvement and innovation; and
- recognises pro-active individual performance and addresses unsatisfactory performance through a performance development process.

OBJECTIVES

- Facilitate two way organisational and individual communications.
- Provide a means by which annual Performance Appraisal and Progress Review interviews may occur.
- Provide input into the Annual Training Plan.
- Monitor individual performance.
- Provide a formal means by which barriers to effective performance are identified and addressed.
- Ensure standards of performance at various levels are determined, reviewed and documented.
- Ensure Council staff are clear as to what is to be achieved in all aspects of the employment relationship.
- Provide appropriate leadership that assists staff achieve desired outcomes.

SCOPE OF POLICY

This policy applies to all Greater Hume Shire Council employees with the exception of:

- Employees whose position is designated as Senior Staff as required under the provisions of the Local Government Act 1993.
- Employees participating in an employment program or initiative whereby specific remuneration levels and conditions of employment have been set.
- Temporary and casual employees.

PRINCIPLES

Reviewing employee performance and fostering staff development are critical elements in the achievement of Council's priorities and its overall success. As a tool to assist in the review of performance, employees participate in an annual performance appraisal and review process.

Development and management of performance is a joint responsibility between the supervisor and the employee. Performance development and review is a process through which employees and supervisors can work together to:

- identify, document and describe work expectations;
- discuss learning and development needs; and
- plan for future individual and organisational growth and development.

The Performance Development and Review Program are designed to provide:

- a structured yet flexible approach to developing and managing performance;
- all employees with a clear understanding of their work roles within Council, including the contribution of their work to the achievement of organisational vision and strategies;
- a process to recognise achievement and address unsatisfactory performance;
- better communication between supervisors and staff;
- a process for identifying employee strengths and how they might best be utilised, and improved, and a means for developing further skills and knowledge for a successful career; and
- the opportunity for employees to develop to their full potential.

The Employee Appraisal and Review Program consist of four integrated components:

1. the Position Description;
2. Daily Monitoring of performance;
3. the Performance Appraisal process; and
4. the Employee Development process.

POSITION DESCRIPTION

Development of a position/job description is critical in providing a solid foundation and direction for performance development which includes:

- objectives;
- connection with organisational strategy;
- position responsibilities; and
- competency statements.

The position description is reviewed by the supervisor and incumbent on an annual basis and/or job vacancy and/or following job redesign. The position description will consequently be revised if deemed necessary by the supervisor and approved by the manager. Major revisions may result in a re-evaluation of the position.

REGULAR MONITORING

Regular monitoring is a major responsibility for all supervisors. It is critical that supervisors recognise good performance and address unsatisfactory performance promptly and efficiently.

In acknowledging good performance, supervisors are encouraged to consciously recognise and acknowledge achievements and discuss such recognition at regular supervisor discussion panels.

Unsatisfactory performance should be dealt with immediately (refer to Disciplinary Action - Policy).

PERFORMANCE APPRAISAL

This policy acknowledges that formal performance reviews are only beneficial when a solid foundation for the review has been laid through regular discussions throughout the evaluation period (see Regular Monitoring above). It is not possible to make up for six or twelve months of inadequate communication in one interview.

Supervisor and employee discuss the job to ensure thorough understanding of the job content, skill levels and work behaviour requirements of the position. Agreement should be reached on any particular aspects of skills or work behaviour which will be the focus for the review period. Discussion would normally include reference to desirable performance as outlined by the work performance indicators. If appropriate, objectives, work plans, performance criteria and measures are reviewed and established jointly.

EMPLOYEE DEVELOPMENT PROCESS

Employee development and career planning will be discussed during performance appraisals with a view to identifying:

- individual training needs related to job requirements and work performance;
- personal and career aspirations; and
- organisational opportunities.

The outcome of this discussion is incorporated into Council's Training Plan and activities. Workshops, conferences etc. deemed appropriate for the employee's professional development will be identified and discussed with the employee as they become available.

**POLICY NO. 11
ADOPTED BY COUNCIL 29/09/2005
MINUTE NO. 378**