

1 Title: Employee performance management

2 Purpose:

To specify the requirements of employee performance management for public service employees and their employing agency.

3 Application:

This directive applies to:

- (i) public service officers (including chief executives, senior executives and senior officers)
- (ii) general employees engaged under section 147 of the *Public Service Act 2008*, and
- (iii) temporary employees engaged under section 148 of the *Public Service Act 2008*.

4 Legislative provision:

Public Service Act 2008 - sections 53, 25-26, 46, 126, 174-179 and chapter 6

5 Effective date: 1 November 2010

6 Definitions:

For the purposes of this directive:

employee performance management – the strategy, systems and processes for the management of employee performance inclusive of: induction, probation, performance development, career planning and talent management, recognition, unsatisfactory performance and discipline.

organisational performance management – those systems and processes defined in the *Queensland Government Performance Management Framework*.

7 Provisions:

7.1 General requirements

- (a) All agencies are required to have an employee performance management strategy, system and processes.
- (b) Chief executives are to ensure their agency implements employee performance management for all public service employees.
- (c) All public service employees are to actively participate in their agencies' employee performance management.
- (d) Employee performance management must complement the agency's implementation of organisational performance management.

7.2 *Employee performance management*

7.2.1 **General elements**

- (a) Employee performance management is to include:
 - (i) an agency wide strategy to:
 - a. advocate, monitor and evaluate the implementation and impact of employee performance management, and
 - b. provide tailored training and skill development for managers and employees in how to use the agency's employee performance management system, and
 - (ii) a system that incorporates and links the processes listed in section 7.2.2.

7.2.2 **Employee performance management processes**

- (a) An **induction process** for:
 - (i) all new employees of the department or public service
 - (ii) employees returning after an extended period of absence, and
 - (iii) employees who have been promoted or have moved to positions with differing or enhanced responsibilities

to ensure they have the relevant knowledge and understanding of the management, employment, work performance and personal conduct principles in sections 25-26 of the *Public Service Act 2008* that relate to their role.
- (b) A **probation process** in accordance with section 126 of the *Public Service Act 2008* that includes:
 - (i) induction
 - (ii) a performance plan for the probation period, and
 - (iii) a formal review at the end of the probation period to determine confirmation of employment, or termination of employment.
- (c) A **performance review and development process** that:
 - (i) clarifies expected outcomes and outputs linked to organisational performance objectives and plans
 - (ii) centres on the use and development of the capabilities required to successfully undertake current and future duties of the role
 - (iii) is based on regular performance-focused conversations
 - (iv) provides training and development opportunities tailored to employer and employee needs
 - (v) includes career planning and talent management
 - (vi) incorporates the *Capability and Leadership Framework (CLF)* or is aligned to the CLF through an equivalent framework, and
 - (vii) for appropriate officers, complies with the requirements of the *Chief Executive and Senior Executive Service Performance and Development Frameworks*.
- (d) A **recognition process** that acknowledges employees' contribution to achieving agency objectives and targets.

- (e) A **process for managing unsatisfactory performance and conduct** that focuses on ensuring that employer and employee interventions are in response to any identified reasons for unsatisfactory performance or conduct and lead to:
 - (i) a transition to the performance development process, or
 - (ii) the employee showing cause for continued unsatisfactory performance or conduct.
- (f) A **process for managing disciplinary action** that meets the requirements of chapter 6 of the *Public Service Act 2008* and any relevant directives.

7.3 Complaints and appeals

- (a) Employee complaints and appeals are to be lodged in accordance with the provisions of relevant directives issued by the commission chief executive.