

Policy Document

PERFORMANCE AND DEVELOPMENT POLICY

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Classification: Human Resources		
Strategic Plan link: Strategy 1.5.1 Develop and implement Human Resource Strategy to address staff attraction, recruitment, retention, succession planning, skills development and career progression.		
References and related Policies & Procedures: <i>Local Government Act 1999</i> <i>Fair Work Act 1994</i> DCSB-HR-12.08 Performance Management Framework Performance and Development Planning Procedure (under development) Dispute and Grievance Management Policy (under development) Managing Poor Performance Guidelines (under development) Induction Policy (under development) Induction Procedure (under development)		

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1. Purpose

- 1.1 The purpose of this Performance Management Policy is to support improved, individual, team and organisational performance by:
- clarifying the work standards and behaviours expected of employees;
 - focussing on mutual responsibility and regular conversations between managers and employees;
 - create a common view of 'what good looks like' when working for Council;
 - align elected members and the workforce in delivering community outcomes;
 - improve performance and capacity;
 - attract and retain highly capable people;
 - provide a shared basis for workforce planning;
 - provide a common foundation for the professional development required of elected members and employees alike;
 - collaboratively identify how employees will be supported in performing their role and how they can be developed to support the future workforce requirements of the District Council of Streaky Bay

2. Application

This policy applies to all employees working for the District Council of Streaky Bay.

3. Definitions

Chief Executive Officer – the person appointed by the Council to perform relevant duties as outlined in section 99 of the *Local Government Act 1999*.

Department(al) Manager – is one of the Executive Management Team. In this case either the Manager, Community and Economic Development; Manager, Corporate Services; Manager District Services; or Manager, Regulatory Services.

Framework – the Performance Management Framework

Employee(s) – Council staff employed for the purpose of delivering specific roles required for Council to meet its strategic objectives.

Manager – see Supervisor

Mayor – is the Principal Member of Council as outlined in section 51 of the *Local Government Act 1999*

Senior Staff – see 'departmental manager'.

Supervisor – a Council employee engaged to co-ordinate groups of employees and who is responsible for the performance of specific Human Resource functions in order to manage employees in the performance of the tasks required for their roles.

4. Performance and Development Planning Uses

- 4.1 For Council employees the framework and policy may be used as a foundation for all aspects of people management from workforce planning through to creating Job and Person Specifications, recruitment, performance management, professional development and career planning.
- 4.2 The Performance and Development Policy and Procedure may also inform the performance agreements that underpin the performance review of the Chief Executive Officer and senior staff employed under contract.
- 4.3 For elected members, the framework and policy may be used as a basis for community and prospective candidate information, councillor induction and professional development.

5. Performance and Development Benefits

- 5.1 For managers
 - provides a common language to describe expectations;
 - enhances mobility where links can be established between different roles that share similar position objectives; and
 - helps target scarce training and development resources and encourage individuals to take more responsibility for their own development.
- 5.2 For employees
 - helps to create understanding of position objectives required to work at their current level (or in a different position), in particular behaviours expected of them in performing their roles;
 - provides a basis to conduct self-assessment as an input of professional development and career planning; and
 - helps identify well-targeted opportunities for development in their performance management discussion.
- 5.3 For elected members
 - provides a clear picture of the core expectations of the role;
 - provides a common foundation for assessing and planning professional development.

6. Performance Development Conversations

- 6.1 There are five key elements of performance development conversations as described in the Performance Management Framework. These are:

6.1.1 Role Clarity and Alignment – establish and clarify performance expectations, ensuring employees understand what success is within the context of their role;

6.1.2 Partnerships – ongoing two-way conversations between managers and employees to discuss work, receive feedback and plan development;

- 6.1.3 **Coaching for Success** – identify and develop individual capabilities to meet current and future organisational needs;
 - 6.1.4 **Growth Focus** – identify learning and development opportunities which create mutual benefit;
 - 6.1.5 **Agility** – regularly review Performance Development Plans , progress and realign priorities to embrace change and ensure work is aligned to the objectives of the Strategic Plan
- 6.2 It should be noted an important and core part of Performance Development Conversations is to resolve issues and provide feedback in a timely manner to avoid escalation to performance management procedures.

7. Performance Development Components

- 7.1 Performance Development Conversations are to be recorded in Performance Development Plans for reporting purposes.
- 7.2 To support the reporting purpose, the District Council of Streaky Bay has developed a tool for recording performance development conversations. Performance Development Plans must be recorded for audit purposes.
- 7.3 The minimum requirements of the performance development process include:
 - 7.3.1 All employees, managers/supervisors, departmental managers and the Chief Executive Officer are required to participate in performance development conversations on a regular basis. The minimum requirement is to develop an Annual Performance Development Plan and hold a six monthly review of that plan.
 - 7.3.2 To meet audit and reporting requirements, the recoding of performance development conversations is mandatory.
 - 7.3.3 Performance Development Plans are to be progressively updated to reflect current tasks and work priorities, individual development needs, and career and project achievements.
 - 7.3.4 If necessary, poor or under-performance is managed in accordance with the Performance Improvement Policy.

8. Governance and Accountability

- 8.1 The Mayor (as part of the Chief Executive Officer's Performance Review Committee) is responsible for the development Performance Development Plan of the Chief Executive Officer.
- 8.2 The Chief Executive Officer is responsible for actively monitoring the performance development process for the Senior Executive Team and ensuring all Senior Executives have current Performance Development Plans in place for each employee within their respective departments.

9. Version Information

Version	Date Endorsed	By	Summary of Changes
V1.0	17 January 2019	Council	New Policy
V1.1	21 April 2021	Council	No changes - readopted