

Performance Appraisal and Development

Human Resources Policy

Effective Date: July 2008

1 PURPOSE

To enhance work performance and career development of Queensland Health employees by:

- Clarifying performance expectations for employees.
- Ensuring feedback and guidance on performance.
- Collaboratively identifying learning and development needs and activities.

2 APPLICATION

This policy applies to all Queensland Health employees except temporary employees appointed for periods of less than three (3) months and short-term casual employees.

3 GUIDELINES

Guidelines may be developed to facilitate implementation of this policy. The guidelines must be consistent with this policy.

4 DELEGATION

The “delegate” is as listed in the Queensland Health Human Resource Delegations Manual as amended from time to time.

5 REFERENCES

- *Health Service Act 1991*
- *Public Service Act 2008*
- Health Service Directive 1/98 - Performance Appraisal and Development
- Public Service Commissioner (PSC) Directive 18/97 Performance Management
- Performance Improvement HR Policy
- Performance Appraisal and Development Plan
- Clinician Performance Support Service (ClPSS)
- Performance Appraisal and Development How to Guide for Managers and Supervisor
- Performance Appraisal and Development Brochure for Employees

6 SUPERSEDES

- IRM 8.2 Performance Appraisal and Development

7 POLICY

7.1 Performance Appraisal and Development Components

There are six major components of the Queensland Health Performance Appraisal and Development (PAD) process. Employees and managers are required to:

1. Participate in the PAD process twice a year for existing employees and within three months of commencing for new employees.
2. Develop a PAD plan or formally document a discussion about performance goals, corporate values, learning strategies and actions required to obtain new skills or develop existing skills for the current position. The PAD plan or discussion must be consistent with District/Divisional Strategic Plans and the Queensland Health Strategic Plan.
3. Conduct a performance appraisal meeting to assess previous performance and clarify the employee's role. For clinicians and managers this will involve reflection on their own performance and provision of data to support their self assessment across a range of relevant dimensions of performance.
4. Participate in ongoing management of workplace performance including work allocation, coaching and regular feedback discussions.
5. If necessary, manage unsatisfactory performance in accordance with the Performance Improvement policy.
6. Record on the appropriate form that the PAD process has been completed for each employee.

7.2 Inclusions in the PAD Plan

The PAD Plan is to encompass the range of dimensions and performance indicators in the Role Description.

The PAD Plan is to also include reference to the following:

- Service objectives – corporate, strategic and operational objectives (e.g. Queensland Health Action Plan, Queensland Statewide Health Services Plan and District plans). The PAD process is to provide a mechanism for linking Queensland Health's service objectives and values to staff performance and take into account the local environment and other factors.
- Interpersonal objectives – for example, professionalism, teamwork, professional accountability, management, leadership and quality recognition.
- Technical objectives – for example satisfactory completion of technical aspects of their work (e.g. surgery, assistance with mobility, cleaning). Evaluation of technical aspects for the role for clinicians may be supported by Credentialing and Scope of Practice processes when they are in place for a specific professional group, as well as clinical audit processes.
- Ethical principles as outlined in the Code of Conduct.
- Queensland Health Values, namely caring for people, leadership, respect and integrity.
- Developmental needs – includes developmental aspects of the role (e.g. their own learning needs, participation in teaching and/or research).
- Executive managers and supervisors – these positions are to include assessment against the Queensland Health Leadership Framework.

7.3 Governance and Accountability

Area General Managers and Divisional Executive Directors are responsible for ensuring that managers and staff comply with PAD processes. Twice each year, Area General Managers and Divisional Executive Directors are required to provide the Director-General with written certification that the PAD processes for all staff within their area of management have been completed consistent with Health Services Directive 1/98 (for Health Services employees), PSC Directive 18/97 (for Public Service employees) and PAD HR policy.

8 APPLYING THE POLICY

8.1 PAD Process

All managers are to ensure that they develop a PAD Plan and conduct a mid cycle and annual review for staff.

8.2 Child Care Professionals

All existing relevant health professionals who are likely to engage with or provide care to children and young persons in the normal course of their duties within Queensland Health are required to complete a self assessment that outlines the expected levels of knowledge, practical skill and attitudinal behaviours. If the self-assessment indicates that improvement is required, a health professional is required to complete a self directed education package. Details of the education package, the "Child Abuse and Neglect" education module and Participants Guide are available through the Queensland Health Child Safety Unit on QHEPS at <http://qheps.health.qld.gov.au/csu/training.htm>.

9 DEFINITIONS

PAD	Performance Appraisal and Development
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10 HISTORY

July 2008	Amended to reflect <i>Public Service Act 2008</i>
June 2008	Developed as a result of the HR Policy Framework consolidation project.