Performance and Development

Policy Number: G9 (QH-POL-189)
Publication date: June 2014
Purpose: To enhance work performance and career development of employees by:
- clarifying performance objectives and expectations for employees, ensuring feedback and guidance on performance
- collaboratively identifying learning and development needs and activities.

Application: This policy applies to all Department of Health employees excluding casual employees.

Long-term casual employees are encouraged to participate in the performance and development process.

Delegation: The ‘delegate’ is as listed in the Department of Health Human Resource (HR) Delegations Manual, as amended from time to time.

Legislative or other authority:
- Hospital and Health Boards Act 2011
- Public Service Act 2008

Related policy or documents:
- Health Practitioners Professional Development Allowance and Leave HR Policy C42 (QH-POL-146)
- Study and Research Assistance Scheme (SARAS) HR Policy G10 (QH-POL-223)
- Performance Improvement HR Policy G11 (QH-POL-190)
- Performance Development Plan template

Policy subject:
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SCHEDULE ONE Performance and Development Plan (PDP)
1 Performance and development components

There are six major components of the Performance and Development (PDP) process. Employees and managers are required to:

1. participate in the PDP process twice a year (an initial plan set up and 6 monthly review) for existing employees and within three months of commencement for new employees
2. develop a PDP or formally document a discussion about performance feedback, learning strategies and actions required to obtain new skills or develop existing skills for the current position. The PDP or discussion must be consistent with Divisional/Commercialised Business Unit (CBU) Strategic Plans and the Queensland Health Strategic Plan.
3. participate in a performance meeting to assess previous performance and clarify the employee’s role. 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 HR Policy G11
6. record on the appropriate form that the PDP process has been completed for each employee.

2 Governance and accountability

Chief Executives are responsible for actively monitoring the PDP process within their Division/CBU ensuring that all employees have a current PDP in place.

Definitions:

<table>
<thead>
<tr>
<th>PDP</th>
<th>Performance and Development Plan</th>
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<tbody>
<tr>
<td>Chief Executives</td>
<td>For the purpose of this policy, Chief Executives include:</td>
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<td></td>
<td>• Deputy-Director Generals</td>
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<td></td>
<td>• Chief Information Officer, Health Services Information Agency</td>
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<td>• Chief Executive, Health Services Support Agency</td>
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History:

<table>
<thead>
<tr>
<th>Date</th>
<th>Notes</th>
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<tbody>
<tr>
<td>June 2014</td>
<td>• Updated naming conventions</td>
</tr>
<tr>
<td>November 2013</td>
<td>• Updated as part of the HR policy simplification project. Policy amendments include:</td>
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<tr>
<td></td>
<td>− limited the application of this policy to Department of Health employees</td>
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<td></td>
<td>− updated governance and accountability requirements of Chief Executives</td>
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<td></td>
<td>− removed duplication of child care professional’s requirements – refer to Child Safety – Health Professionals Capability Requirements and Reporting Responsibilities HR Policy E7</td>
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<tr>
<td></td>
<td>− updated references and naming conventions.</td>
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<tr>
<td>June 2011</td>
<td>• Amended to reflect Directive 21/10 including that application is to all Queensland Health employees excluding casuals. Change of terminology to Performance and Development Plan.</td>
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<tr>
<td>July 2008</td>
<td>• Amended to reflect Public Service Act 2008</td>
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<tr>
<td>June 2008</td>
<td>• Developed as a result of the HR Policy Framework consolidation project.</td>
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Performance and Development – Schedule One
Performance and Development Plan (PDP)

The following information is provided as the minimum mandatory standard practice, procedure or process to enable satisfactory compliance with this Department of Health HR policy.

Local guidelines/procedures may be developed to facilitate implementation of this policy. Any local guidelines/procedures must be consistent with this policy and schedule and ensure employee entitlements continue to be met.

1 Performance and Development Plan (PDP) process

In addition to regular informal feedback, all managers are to ensure that they develop a PDP and conduct a mid-cycle and annual review for all employees that have a direct reporting relationship. The PDP process should align with Department of Health’s strategic, divisional/CBU and branch priorities and link to business planning cycles.

2 Inclusions in the PDP

The PDP is to encompass the range of dimensions and performance indicators in the role description. The PDP is to also include reference to the following:

- performance objectives – corporate, strategic and operational objectives (e.g. the Blueprint for Better Healthcare in Queensland, Queensland Health Strategic Plan 2012-16, and Department of Health Unit plans). The PDP process is to provide a mechanism for linking the Department of Health’s service objectives and values to employee performance and take into account the local environment and other factors.
- ethical principles, organisational values and behaviours (i.e. interpersonal objectives) – for example the Code of Conduct for the Queensland Public Service
- role description based and technical capability objectives – for example satisfactory completion of technical aspects of their work (e.g. surgery, assistance with mobility, cleaning). Evaluation of technical aspects for clinicians’ roles may be supported by Credentialing and Scope of Practice processes for specific professional groups, as well as clinical audit processes.
- personal capability development needs – includes developmental aspects of the role (for example, their own learning needs, participation in teaching and/or research).