

# Human Resources Policy

## Performance and development

**Policy Number:** G9 (QH-POL-189)

**Publication date:** June 2021

**Purpose:** To support improved individual, team and organisational performance by:

- following the principles of positive performance management outlined in section 25A of the *Public Service Act 2008*
- clarifying the work standards and behaviours expected of employees
- focusing on mutual responsibility and regular conversations between managers and employees
- collaboratively identifying how employees will be supported in performing their role and how they can be developed to support the future workforce requirements of Queensland Health.

**Application:** This policy applies to all employees working for Queensland Health.

This policy does not apply to Queensland Ambulance Service employees. Instead, Queensland Ambulance Service employees are to refer to their local policy/procedure.

**Delegation:** The 'delegate' is as listed in the relevant Department of Health Human Resource (HR) Delegations Manual, or Hospital and Health Services Human Resource (HR) Delegations Manual, as amended from time to time.

### Legislative or other authority:

- *Hospital and Health Boards Act 2011*
- *Human Rights Act 2019*
- *Public Service Act 2008*
- Public Service Regulation 2018
- PSC Directive No. 15/20: Positive performance management

### Related policy or documents:

- Recruitment and selection HR Policy B1 (QH-POL-212)
- Probation HR Policy B2 (QH-POL-197)
- Health practitioners and dental officers – professional development allowance and leave HR Policy C42 (QH-POL-146)
- Reasonable Adjustment HR Policy G3 (QH-POL-210)
- Study and Research Assistance Scheme (SARAS) HR Policy G10 (QH-POL-223)
- Performance improvement HR Policy G11 (QH-POL-190)
- Queensland Health Strategic Plan, Advancing Health 2026

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## 1 Applied provisions and ruling

Section 25 (The management and employment principles), section 25A (Positive performance management principles) and section 26 (Work performance and personal conduct principles) of the *Public Service Act 2008* apply to health service employees via the Public Service Regulation 2018.

Public Service Commission (PSC) Directive 15/20: Positive performance management applies to health service employees via the Public Service Regulation. Any replacement directive dealing with substantially the same subject matter is to be applied.

## 2 Principles

The following principles apply:

- Employees work together to build a future focussed, high performing public service that delivers priority health services to the community.
- Section 26 of the Public Service Act and the Code of Conduct for the Queensland public service set out the principles that guide a public service employee's work performance and personal conduct.
- Management of all employees must be directed towards the positive performance management principles in section 25A of the Public Service Act.
- Timely, open and regular, constructive communication is the mutual responsibility of managers and employees, who should work together to improve work performance outcomes.
- Section 26 of the Public Service Act requires managers to proactively manage employees' work performance and to take prompt and appropriate action if unacceptable work performance arises.
- Section 186C of the Public Service Act requires the application of the positive performance management principles before taking disciplinary action for work performance.

## 3 Positive performance management

Positive performance management principles must be applied to the management of employees. In accordance with section 25A of the Public Service Act, managers are required to:

- a) pro-actively manage the personal and professional development of employees with a view to continuously building expertise within the public service
- b) ensure regular and constructive communication between managers and employees in relation to matters stated in section 26 of the Public Service Act
- c) recognise the strengths, requirements and circumstances of individual employees and valuing their contributions
- d) recognise performance that meets or exceeds expectations
- e) provide opportunities and support to employees for improving performance
- f) continuously improve performance through the provision of training and development
- g) identify at the earliest possible stage performance that does not meet expectations
- h) integrate the above-mentioned matters into management practices.

## 4 Performance development conversations

A fundamental component of positive performance management is achieved through mutual responsibility and participation in regular and constructive communication between managers and employees.

The Queensland Health positive performance framework identifies six key elements of performance development conversations:

1. **Set and clarify expectations** - Establish and clarify performance expectations, including through the use of performance development agreements/plans, ensuring that employees understand what success is within the context of their role. The expected level of work performance must be relevant and appropriate to the role and the employee's level of experience.
2. **Regular conversations** – Conduct regular, two-way, constructive conversations between managers and employees to discuss work and what supports may be required, receive feedback and plan development.
3. **Plan and review** – Regularly review work plans, progress and realign performance priorities to embrace change and ensure that work is aligned to overall objectives.
4. **Develop** – Constructively engage with employees to identify and develop individual capabilities to meet current and future organisational needs, and provide opportunities and support to employees to continuously improve performance, e.g. development and training opportunities.
5. **Recognise** – Recognise the strengths, circumstances and work performance that meets or exceeds expectations and celebrate performance achievements to support a culture where our people feel valued, respected and appreciated.
6. **Resolve performance issues** – Promptly communicate and document any gaps between actual and expected work performance of an employee and allow reasonable time for the employee to self-correct. Provide feedback in a timely manner as part of regular conversations to resolve issues and to avoid escalation to formal performance management procedures.

Where an employee is subject to a probationary period, performance expectations need to be established as part of the induction process. Regular performance conversations should occur throughout the probationary period and any unacceptable work performance issues are to be addressed with appropriate support given to the employee. Refer also to Probation HR Policy B2.

## 5 Performance development plans

Ongoing support and development should be provided to employees through the use of performance development plans, with regular reviews that promote constructive communication; reflect the positive performance management principles; and assist employees to meet and exceed work performance expectations.

Performance development conversations are to be recorded in a performance and development process, however so named, e.g. performance and development plan (PDP) or career success plan (CSP), for reporting purposes.

To support the recording process, the Department of Health has developed an online tool, for the recording of performance development conversations. The use of the online career success planning tool is not mandatory. Local systems and processes can be used to record a PDP; however, this needs to be reportable for audit purposes.

The minimum requirements of the performance development process include:

1. All employees and managers are required to participate in performance development conversations on a regular basis. Minimum requirement is a six-monthly review.

2. To meet audit and reporting requirements the recording of performance development conversations is mandatory.
3. PDPs are to be progressively updated to reflect current tasks and work priorities, individual development needs, and career and project achievements.
4. If necessary, poor or under-performance is managed in accordance with the Performance Improvement HR Policy G11.

## 6 Governance and accountability

Executives, or relevant delegates, are responsible for actively monitoring the performance development process within the Department of Health/Hospital and Health Services ensuring that all employees have a current plan in place.

A decision maker has an obligation under the *Human Rights Act 2019* to act and make decisions in a way that is compatible with human rights. When making a decision under this policy, the delegate is to give proper consideration to human rights.

### History:

June 2021	<ul style="list-style-type: none"> <li>• Policy: <ul style="list-style-type: none"> <li>– amended to update references and naming conventions</li> <li>– amended to incorporate provisions of the <i>Public Service Act 2008</i> and PSC Directive No. 15/20: Positive performance management, applied to health service employees via Public Service Regulation 2018 effective 1 October 2020</li> <li>– amended to include a <i>Human Rights Act 2019</i> statement.</li> </ul> </li> </ul>
July 2020	<ul style="list-style-type: none"> <li>• Policy: <ul style="list-style-type: none"> <li>– formatted as part of the HR Policy review</li> <li>– amended to update references and naming conventions</li> <li>– application amended as a result of changes outlined in the Hospital and Health Boards (Changes to Prescribed Services) Amendment Regulation 2019.</li> </ul> </li> </ul>
June 2017	<ul style="list-style-type: none"> <li>• Policy: <ul style="list-style-type: none"> <li>– formatted as part of the HR Policy review</li> <li>– amended to update references and naming conventions</li> <li>– application extended to casual employees</li> <li>– updated to incorporate the online performance and development tool, Career Success Plan.</li> </ul> </li> </ul>
June 2014	<ul style="list-style-type: none"> <li>• Updated naming conventions.</li> </ul>
November 2013	<ul style="list-style-type: none"> <li>• Updated as part of the HR policy simplification project. Policy amendments include: <ul style="list-style-type: none"> <li>– limited the application of this policy to Department of Health employees</li> <li>– updated governance and accountability requirements of Chief Executives</li> <li>– removed duplication of childcare professional's requirements – refer to Child Safety – Health Professionals Capability Requirements and Reporting Responsibilities HR Policy E7</li> <li>– updated references and naming conventions.</li> </ul> </li> </ul>
June 2011	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
July 2008	<ul style="list-style-type: none"> <li>• Amended to reflect Public Service Act 2008.</li> </ul>

June 2008	<ul style="list-style-type: none"><li>• Developed as a result of the HR Policy Framework consolidation project.</li></ul>
Previous	<ul style="list-style-type: none"><li>• IRM 8.2 Performance Appraisal and Development.</li></ul>

Public Sector Act 2022  
applies on 1 March 2023

Managing the risk of psychosocial hazards at work  
Code of Practice 2022  
applies 1 April 2023

# Attachment One – Performance development plan

The following information is provided as the minimum mandatory standard practice, procedure or process to enable satisfactory compliance with this Queensland 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 standard practice and ensure employee entitlements continue to be met.

## 1 Performance development plan process

In addition to regular informal feedback, all employees and managers are to ensure they develop a performance development plan that reflects the positive performance management principles and conduct regular reviews. The minimum requirement for review is six-monthly. The process should align with Queensland Health's strategic plan, Department of Health/Hospital and Health Service priorities and link to business planning cycles.

## 2 Inclusions in the plan

The plan is to encompass the range of dimensions and performance indicators required to perform the role, and to include reference to the following:

- Performance objectives including corporate, strategic and operational objectives, e.g. Queensland Health Strategic Plan, Advancing Health 2026 and Department of Health/Hospital and Health Services operational plans. The process is to provide a mechanism for linking the organisation's service objectives and deliverables to employee performance.
- Ethical principles, cultural success factors, organisational values and behaviours (i.e. interpersonal objectives), e.g. Code of Conduct for the Queensland Public Service.
- Role description and technical capability objectives, e.g. satisfactory completion of technical aspects of the role such as provision of legal advice, assistance with mobility, cleaning, procurement of services, delivery of pathology services.
- Evaluation of technical aspects for clinicians' roles may be supported by credentialing and scope of practice processes for specific professional groups.
- Personal capability development needs including developmental aspects of the role, e.g. individual learning needs, participation in teaching and/or research, mentoring, coaching, etc.