



CHERBOURG ABORIGINAL SHIRE COUNCIL

22 BARAMBAH AVENUE
CHERBOURG QLD 4605

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PERFORMANCE APPRAISAL AND DEVELOPMENT POLICY

1. PURPOSE

The purpose of this document is to set out the responsibilities of supervisors and employees, and the process for the implementation of a Performance Appraisal and Development Program.

2. COMMENCEMENT OF POLICY

This Policy will commence on adoption. It replaces all other specific Performance Appraisal and Development policies of Cherbourg Aboriginal Shire Council (CASC), whether written or not.

3. APPLICATION OF THE POLICY

This policy applies to all CASC employees with the exception of:

- Employees whose position is designated as Senior Staff as required under the provisions of the Local Government Act 2009.
- Employees participating in an employment program or initiative whereby specific remuneration levels and conditions of employment have been set.
- Temporary and casual employees.

4. PROCESS

CASC is committed to providing a working environment with structures and systems that:

- Support the achievement of corporate objectives,
- Encourages improvement and innovation, and
- Recognises proactive individual performance and addresses unsatisfactory performance through a performance development process.

Reviewing employee performance and fostering staff development are critical elements in the achievement of CASC's priorities and its overall success. As a tool to assist in the review of performance, employees participate in an annual performance appraisal and review process.

Development and management of performance is a joint responsibility between the supervisor and the employee. Performance development and review is a process through which employees and supervisors can work together to:

- Identify, document and describe work expectations;
- discuss learning and development needs; and
- plan for future individual and organisational growth and development.

“Many Tribes One Community”



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The Performance Appraisal and Development Program is designed to provide:

- A structured yet flexible approach to developing and managing performance.
- All employees with a clear understanding of their work roles within CASC, including the contribution of their work to the achievement of organisational vision and strategies.
- A process to recognise achievement and address unsatisfactory performance.
- Better communication between supervisors and staff.
- A process for identifying employee strengths and how they might best be utilised, and improved, and a means for developing further skills and knowledge for a successful career.
- The opportunity for employees to develop to their full potential.

Benefits of a Performance Evaluation and Review

- Providing opportunities to improve communication through the giving and receiving of feedback on performance.
- Contributing to the planning process for the position and department.
- Clarifying the role and reviewing the position description.
- Employees participate in identifying their training needs to enhance their performance and having an active involvement in their career development.
- Provide input into the annual training plan.
- Managers/supervisors may identify appropriate jobs which match employee skills.
- Identifying and addressing barriers or obstacles to achieving good performance.
- Ensure standards of performance at various levels are determined, reviewed and documented.
- Ensure employees are clear as to what is to be achieved in all aspects of the employment relationship.
- Improving productivity by raising levels of employee commitment and motivation.
- Identifying resource issues or other performance barriers.
- Reducing the potential for employee grievances through an effective two-way feedback process of Performance Evaluation and Review Program.

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The Employee Appraisal and Development Program consists of four integrated components:

1. Position Description;
2. Daily monitoring of performance;
3. Performance Appraisal process; and
4. Employee Development process.

Position Description

Development of a position description is critical in providing a solid foundation and direction for performance development which includes:

- Objectives;
- connection with organisational strategy;
- position responsibilities; and
- competency statements.

The position description is reviewed by the supervisor and incumbent on an annual basis and/or job vacancy and/or following job redesign. The position description will consequently be revised if deemed necessary by the supervisor and approved by the manager. Major revisions may result in a re-evaluation of the position.

Regular Monitoring

Regular monitoring is a major responsibility for all supervisors. It is critical that supervisors recognise good performance and address unsatisfactory performance promptly and efficiently.

In acknowledging good performance, supervisors are encouraged to consciously recognise and acknowledge achievements and discuss such recognition at regular supervisor discussion panels.

Unsatisfactory performance should be dealt with immediately (refer to Performance and Misconduct Policy).

Performance Appraisal

This policy acknowledges that formal performance reviews are only beneficial when a solid foundation for the review has been laid through regular discussions throughout the evaluation period. It is not possible to make up for six or twelve months of inadequate communication in one interview.



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Supervisor and employee discuss the job to ensure thorough understanding of the job content, skill levels and work behaviour requirements of the position. Agreement should be reached on any particular aspects of skills or work behaviour which will be the focus for the review period. Discussion would normally include reference to desirable performance as outlined by the work performance indicators. If appropriate, objectives, work plans, performance criteria and measures are reviewed and established jointly.

Employee Development Process

Employee development and career planning will be discussed during performance appraisals with a view to identifying:

- individual training needs related to job requirements and work performance;
- personal and career aspirations; and
- organisational opportunities.

The outcome of this discussion is incorporated into CASC's Training Plan and activities. Workshops, conferences etc. deemed appropriate for the employee's professional development will be identified and discussed with the employee as they become available.

5. VARIATIONS

CASC reserves the right to vary, replace or terminate this policy from time to time.

6. AUDIT AND REVIEW

This policy shall be reviewed every three years or as required by changes to process of legislation, relevant Standards and industry best practice.

7. REFERENCES

Performance & Misconduct Policy
Queensland Industrial Relations Act 2016
CASC Code of Conduct

POLICY VERSION AND REVISION INFORMATION

Policy Authorised by: Warren Collins Original issue: 24/07/2018

Title: Chief Executive Officer

Policy Maintained by: Julianne Hansen Current version: 1

Title: Human Resources Manager

Review date: 24/07/2019



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WORKPLACE PARTICIPANT ACKNOWLEDGEMENT

I acknowledge:

- *receiving CASC's Performance Appraisal and Development Policy;*
- *that I should comply with the policy; and*
- *that there may be disciplinary consequences if I fail to comply, which may result in me being dismissed from my employment.*

Your name:

Signed:

Date:
