



Tiwi Islands Regional Council

Title: Staff Performance Management Policy
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1	Resolution 8 on Wednesday 22 January 2020	22 January 2020	Original document

Background

Tiwi Islands Regional Council (TIRC) seeks to develop all employees to help them perform their duties and grow professionally to deliver best possible outcomes our community.

This policy outlines TIRC's approach to building staff capabilities and how performance can be managed for organisation-wide improvement.

Policy

Performance management is the process of identifying, assessing and improving the work quality of employees. It is a recurring process that provides staff with constructive feedback about their work performance and identifies opportunities for professional development that aligns with the goals of TIRC.

The purpose of performance management is to achieve the following objectives:

- to increase productivity of the council by providing employees with the skills and resources to perform at their optimum level;
- to create professional development opportunities for employees
- to establish a formal process for staff to have conversations with managers where feedback and ideas can be shared and recorded.
- to identify and discuss barriers or challenges faced by staff and to discuss how they can be resolved.



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TIRC approach to performance management

TIRC manages performance through the below formal processes:

1. Annual performance review

All employees should take part in annual performance reviews. This is a two-way conversation to discuss the employee's current performance and to agree on development objectives for the next 12 months. These conversations are an opportunity to develop training development required to assist the employee to perform their role. These meetings are organised by the employee's supervisor, i.e. the relevant coordinator or manager.

2. Managing underperformance

This is a process to support staff when their performance is identified as below satisfactory. It is important that a performance management plan is jointly developed with the employee. When managers and employees work together to resolve under performance there is more likely to be a positive outcome.



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Annual Performance Review

This section explains how to use the attached Annual Performance Review template and considerations for when undertaking a performance review.

Part 1: Performance competences

Column one, roles and responsibilities, should be completed by the manager before the meeting. The manager should list the key roles and responsibilities of the employee. These will be unique to each role and should be based on the position description.

After that both the employee and the manager should discuss the roles and responsibilities and if they were achieved or not achieved throughout the last 12 months.

Part 2: Performance development plan

This section is to be completed by the employee and the manager during the meeting. This is the section of the review that looks towards the future.

Both the employee and the manager need to propose some future goals (both individual and organisational), then identify development needs necessary to achieve the goals, and set out objectives to quantify the goals. This will form the basis of any future training and development within the organisation.

Once agreed the employee and manager will sign their acceptance of the review and progress to the CEO for review.

Responsibilities

It is the responsibility of all managers to:

- Explain the performance review to the team member.
- Commit to and mutually support their team members through the performance review process and;
- Ensure team members understand the outcomes and actions of the performance review.

It is the responsibility of the team member to:

- Commit to, and be mutually involved in the performance review process.

It is the responsibility of the Organisational Development team to:

- Educate managers in conducting performance review meetings
- Provide support to managers and employees throughout the review process
- Document and keep accurate records of the performance review meetings completed.



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Managing underperformance

Step 1 Preparation

1. Study relevant documents that refer to the requirements of the position. These may include job descriptions, the employment contract, awards and agreements, organisation policies and procedures, and individual performance assessment forms.
2. Check whether the employee has been furnished with the necessary job information to understand what is required from them to perform the job effectively e.g. what are the key outcomes/results required?
3. Check whether the employee has received adequate training and supervision, and been supplied with adequate resources and other assistance required to perform the job effectively.
4. Assess the employee's performance in an objective way. Focus on actual job performance and outcomes. Seek objective evidence such as actual samples of job behaviour, or relevant records (such as attendance, error rates, etc).

Ensure that it focuses on actual performance rather than personal characteristics, and does not inappropriately discriminate against particular employees either directly or indirectly.

Step 2 Conducting the interview

7. Interview the employee, having collected objective evidence about job performance as per above. Interview panel made out of the staff member's supervisor or divisional head and member of HR
8. Discuss good and poor features of the employee's performance, using actual behaviour based examples. Identify and discuss the impact of poor performance on the organisation. These may include costs, disruption to other employees, reputational damage.
9. Invite the employee to respond to the examples. This will give them the opportunity to mention any mitigating circumstances which may have contributed to the poor assessment.
10. Explore strategies that may assist performance improvement, such as training, development courses, changing work methods/procedures, improving resources/back-up, etc.
11. Explain (and provide a copy of Position Description) the key performance standards and outcomes required for the job.
12. If further assessment and discussion is to occur, schedule this. Allow the employee sufficient time to improve performance if that is an issue.
13. Keep a record of the interview contents and decisions.



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Step 3 After the interview

14. If you have committed to actions such as those listed in (10) above, arrange for them to occur.
15. Continue to assess employee performance in an objective way.
16. If performance does not improve, re-open discussions with the employee as soon as possible. If you reach this stage, it is good practice to invite the employee to have a representative or witness present at the interview, and to also have a witness present on the interviewer's behalf.
17. Explain potential consequences of continued poor performance, such as disciplinary action, formal warnings or termination of employment.
18. If further assessment and discussion is to occur, schedule this.
19. Keep a record of the interview contents and decisions.
20. Implement any decisions that result from this process.

Associated resources

- TIRC Annual Performance Review form (example)
- TIRC Managing Underperformance Appraisal (example)