

## 3.6 EMPLOYEE PERFORMANCE AND DEVELOPMENT

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<b>Policy Responsibility</b>	Administration		

### Document History

<b>Version</b>	<b>Date Amended</b>	<b>Details Comments e.g. Resolution Number</b>

### INTRODUCTION

Coomalie Community Government Council recognises that continuing to focus on the career development of its employees is a beneficial strategy in retaining resources and developing each employee's potential.

### OBJECTIVE

To conduct annual staff performance and development reviews as a process to ensure the efficient and effective performance of employees.

Establish guidelines and procedures in order to facilitate ongoing training and development for employees to obtain skills relevant to their position.

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### POLICY STATEMENT

The key requirements of performance and development reviews are to include but not limited to:

- providing direction, objectives and goals to the employee for the next 12 month period;
- receive regular feedback on what standards are expected of them;
- feedback and praise regarding what they have actually achieved;
- what they can do to improve their job performance;
- have an opportunity to discuss their aspirations for development and progression;
- identifying training needs;
- providing feedback on performance and expectations;
- can be linked to other human resource management systems;
- identifying any new or enhanced skills required;
- discussion into any development and expansion anticipated for the employee; and
- career development planning.

### *Purpose of the Annual Performance and Mid Cycle Review*

The Coomalie Community Government Council is committed to discussing career development, key achievement outcomes and action targets at each employee's annual and mid cycle performance and development review.

Every employee will be given an opportunity to outline their career aspirations at their performance and development review, consistent with the relevant award provisions.

The manager will attempt to provide feedback to the employee regarding possible options available to the employee to assist in their professional development and conduct an evaluation of their progress against the key achievement outcomes and action targets. They will also address any other areas for possible career development following the discussions.

The option for professional development may include but is not limited to multi-skilling, training, study leave assistance and expanding of their current role.

The manager and employee will also discuss whether the development agreement and key achievement outcomes set in the previous year's review have been met and address any associated issues which may be hindering the completion of these objectives.

### ***Incremental Progression***

The *Local Government Industry Award 2010* does not provide for incremental step progression during staff performance reviews however the employees annual salary review may wish to be reviewed so that performance is linked with salary increases.

The annual performance and development appraisal will clearly set out:

- the new or enhanced skills required by Council, together with proposed competency levels required where appropriate,
- the training to be undertaken,
- the performance objectives required, and
- the timeframe for completion of the plan.

The aim of the review is to create a meaningful communication process to constructively evaluate performance against the achievement of agreed objectives and identify areas in which further development can take place.

The Chief Executive Officer of the Council is to identify and authorise all training required to develop the employee's skills.

The staff development process shall be designed so it:

- is forward looking, with the purpose of the review being to improve future performance and identify opportunities,
- compares individual performance against agreed achievement objectives and targets,
- involves both the employee and supervisor in discussion; not as a one way judgement process, and
- focuses attention on actions to help development of skills and work environments.

### ***Roles & Responsibilities***

#### **The Employee**

One of the major aims of the review is to help employees manage their own performance and have meaningful input into how work is undertaken. In doing this, the likelihood is that the Council's goals, and those of the individual, will be achieved.

What the employee can do to ensure success:

- Consider and review the current position description prior to the review discussion and prepare a draft if necessary.
- Review future achievement outcomes. What will the individual or the team achieve?

- Analyse personal performance and identify steps that they think may improve the way the job is completed.
- Assess what skills will be required to perform the job more effectively and those areas in which additional knowledge, skills or assistance is required.
- Communicate with direct supervisor on a regular basis.

### **The Supervisor**

The supervisor is the senior employee who is directly responsible and familiar with the performance of the employee being reviewed. Senior employees are responsible for managing and supervising the performance and development of staff. Supervisors have an ongoing responsibility to review, evaluate and provide regular feedback to staff about their performance. Consultation and discussion is the key to reaching mutual agreement on work outcomes and standards.

To ensure the success of the review process, supervisors should undertake to:

- Maintain open communication with staff that provides feedback as the performance occurs;
- Develop and maintain a good understanding of Councils operational needs, the direction of Council and the Shire Plan;
- Prepare for discussing priorities, agreed achievement outcomes and action targets.
- Develop a detailed knowledge of the Review process;
- Review position descriptions to ensure that they accurately reflect the current positions;
- Facilitate the implementation of the action and training plans;
- Schedule a time for the review discussion allowing sufficient time to prepare and complete forms.

### **The CEO**

The CEO is required to satisfy him/herself that the process has been properly conducted and recorded. The CEO has an overseeing role and is responsible for:

- Monitoring the performance reviews completed to ensure that fair and realistic reviews have been conducted;
- Noting the action and training plans agreed to by the Manager and employee;
- Mediating in the first instance in any dispute between a Manager and an employee regarding the reviews undertaken;
- Acknowledging the completion of the Review process by agreeing and signing the documentation.

### **The Human Resources Function**

The Administration Manager will be required to administer the staff development/performance review process and will be directly responsible for:

- Initiating the Review process approximately 4 weeks prior to the October annual and April mid cycle Reviews;
- Co-ordinating, monitoring and reviewing the operation of the Review process;
- Developing and implementing Council training requirements;
- Assisting with the mediation of any disputes arising from the operation of the Review process.

### ***The Performance and Development Review Process (See Schedule 1 Staff Development Review Form)***

## **Pre-Interview Preparation**

### **Employees (See Schedule 1 Staff Development Review Form)**

The Review helps employees to manage their own performance and achievements and have input into the way their workplace is managed. With effort and commitment, employees are able to make the Review a positive and worthwhile process. In doing this, the employee will increase the chance of success in reaching personal goals, creating more opportunities and gaining greater satisfaction from their work.

To achieve the most out of the Review, employees should prepare themselves by considering the following points and using them constructively and effectively to contribute to the discussion:

- Use the worksheet as a guide and record details between the Review discussions.
- Be well equipped for the discussion. You should think what your position requires of you, what you can offer it and what your Manager could do to improve your position.
- Consider areas that you have done well in and those that have been difficult. It is important to work out the reasons why you have or have not done well and what factors have contributed.
- Assess what skills are needed to do your job most effectively. How many of these are you competent at? Which could be developed?
- Consider what your career aspirations and goals are and identify what the training and/or education targets may be to achieve those goals.
- Ensure that you understand and agree with your achievement objectives and your Manager's expectations. Remember that competent performance means you are meeting what is expected of you.
- Allow enough time to consider and complete your Staff Questionnaire Form and seek assistance if it is needed.
- Do not hesitate to prompt or follow up your immediate Manager in relation to agreed actions and commitments.
- Be involved in your own achievement management. Be positive and assertive, offer thoughts, ideas and opinions. Your role is not a passive one.
- Diarise any agreed actions and expected completion dates to ensure that you achieve your part of the agreement.

### **Managers (See Schedule 2 Operational Outcomes)**

Managers are responsible for supervising and managing the achievements and development of their staff. Managers have an ongoing responsibility to appraise, evaluate and provide encouragement as well as providing regular feedback to employees about performance. Supportive employee relations must be a normal part of your daily management style. Failure to provide satisfactory feedback regularly to staff can cause deterioration in their performance and impede development.

It is essential that Managers develop a relationship with employees for easy and honest discussion of performance issues. Consultation and discussion is very important to reaching mutual agreement. Many Managers and employees find it difficult to discuss

performance - this is common and it can be made easier and effective with training and careful preparation.

To get the most out of the Review, consider the following guidelines:

### *The Forms*

The forms are intended to assist the employee and Manager completing the Review to assess performance and set achievement objectives as realistically and objectively as possible. The Forms act as a guideline to conduct the process in a constructive manner.

### *Manager's Approach*

- Be well prepared and determine in advance what is to be covered during the discussion.
- Give consideration to achievement objectives relating to the employee's or team's role in line with Council's operational needs and the Shire Plan.
- Use the worksheet as a guide and record details between the Review discussions.
- Encourage the employees to speak freely, evaluate their progress and identify their own goals.
- Provide balanced feedback; don't concentrate solely on the negatives or the positives of the employee's performance.
- Diarise any agreed action plans and commitments and follow them up with the employee at appropriate times.
- If you have a number of discussions to conduct, space them over a period of time to ensure that you give each employee the benefit of a planned and relaxed approach.

### *Discussions*

The goal of this process is to reach agreement, so during discussions attempt to avoid a conflict of personalities. It is essential to recognise that there may be a number of equally successful methods of doing a job.

- Be a good listener and ask the employee to spell out what they mean.
- Be assertive but not aggressive or defensive. Do not dominate the discussion.
- Focus on the actual performance when making a point, not a manner or personality.

### **Avoid These Pitfalls**

*Disciplinary Issues* - Should be dealt with as and when they occur, using the appropriate procedures, and not the Review.

*Personal bias* - Due to the tendency to be more impressed by those who flatter us; or those who are similar in appearance and attitudes; or those whom we rely on to get our work done. One way to overcome this influence is to be aware of our values, motives and biases and to question their effect.

*Recent Events* - May be given undue attention as these are easier to recall. Remembering significant events, both positive and negative, that occurred during the review period may not be so easy. Noting these events as they occur on the worksheet will be valuable.

*Halo Effect* - This is the tendency to allow high ability in one work activity to dominate the judgement of all other activities. Conversely, poor achievement in one work activity may lead to others being reviewed harshly. Each work activity should be judged individually and each employee's area of strength and areas requiring further development noted.

- Leniency* - The tendency to be lenient may occur for a variety of reasons, for example, to reward employees for effort rather than results or to avoid confronting staff about weaknesses. Leniency undermines the value of the system by not providing accurate feedback to employees on their performance. In the long term, neither the employee, the Manager nor Council benefits.
- Harshness* - On the other hand, there may be a tendency to be harsh and expect an unrealistic standard from employees. Consider whether your expectations are too high. Do not make direct comparisons between individual employees and positions.
- Stereotyping* - Care must be exercised to ensure that reviews are not based on traditional occupational stereotypes and that mere assumptions are not made about a person's capacity to develop new skills in non-traditional work areas. Considerable care must be exercised to ensure that assessments are fair, reasonable and comply with the spirit and intent of Council's equal opportunity policies and practices.

### **Managers Performance**

Assess your own performances especially in conducting the Review discussion.

Encourage feedback from the employee about your performance as a Manager.

Effective implementation of the Review and the performance management of your staff is a reflection of your effectiveness as a Manager.

### ***Frequency of Development/Performance Review***

Formal performance review discussions should occur annually and mid cycle.

The employee and Manager should put in place a more frequent process for informal discussions. In addition to formal review discussions, Managers have a responsibility to provide regular feedback to staff about their achievement.

The formal Review should not provide any surprises about performance.

### ***Confirmation and Consideration of Agreement (See Schedule 3 Employee Performance Report)***

Where an agreement can be reached regarding professional development, the agreement shall be committed to writing within the performance review and signed by all parties concerned.

The Manager is responsible for continually reviewing the agreement to ensure that the requirements of the agreement are being met.

The agreement may be varied at any time at the discretion of Council if the professional development is affecting the operational needs of Council, if the employee does not want to pursue the agreement or if the agreement impracticable.

Any potential development plan shall be made after having regard but not limited to the performance of the employee, the possibility of meeting the agreement based on operational needs of Council, the attitude of the employee, the study being performed by the employee and the provisions contained within the Training and Development Policy.

All employees shall be given a copy of all professional development agreements once they have been signed by all parties.

The forms generated in the staff development process are private and confidential and must be treated as such by those who have access rights.

Access is restricted to the Chief Executive Officer, the Administration Manager, the relevant Manager, the employee and a representative authorised by the employee. The original documentation will be held on staff personnel files.

Copies of the documentation will be made as follows:

- A copy of all documents for the employee, as required.
- A copy of the Review and Action Plan for the Manager.
- A copy of the Action Plan for the Administration Manager to prepare Councils annual training plan and budgetary requirements for training.

### ***Induction & Review***

During the induction program, the new employee will be provided with a position description outlining the responsibilities expected to be undertaken. At the same time, Managers should be addressing any training needs to be met by the employee to facilitate their settling in and becoming productive as quickly as possible. From the outset, the employee should be advised of what is the minimum required performance standard that must be met and the subsequent rewards or consequences.

### ***Forms***

#### **Schedule 1: Staff Development Review Form**

The Staff Development Review Form is designed to identify:

- changes to the position;
- responsibilities requiring major time commitment;
- how the role could be improved; and
- how the role may evolve and change.

#### **Schedule 2: Operational Outcomes Form**

This section focuses on the operational element of the role:

For the Operations workers the operational outcomes are team based achievements. The Operations Manager and team will agree on the key operational outcomes that the team will achieve during the annual cycle.

For Individuals the Manager and the individual will agree on the key operational outcomes that the employee will achieve during the annual cycle (*refer to requirements of the role in the position description*).

#### **Schedule 3: Employee Performance Report**

The Employee Performance Report is designed to identify the employee's performance over the preceding twelve months.

This form may be used with the performance factors as outlined or the employee and the Manager may identify performance factors that are more relevant and specific to the employee and the position.

#### **Schedule 4: Employee Training Action Plan and Training Consolidation Sheet**

Employee Training Action Plan and Training Consolidation Sheet is designed to record the agreed actions of the employee and the Manager.

This form will also be used to identify the employee's training needs and how they should be met.

#### **Schedule 5: Employee Probation Review**

Employee Probation Review is designed to record any probation reviews which may occur during a probation period of a new employee. Probation Review template sections A, B and C should be completed prior to the review occurring so that these comments can then be discussed during the review.

**SCHEDULE 1 – STAFF DEVELOPMENT REVIEW FORM**

**EMPLOYEE'S NAME**

**POSITION**

**SECTION/DEPARTMENT**

**DATE SET FOR STAFF DEVELOPMENT REVIEW**

<b>STAFF DEVELOPMENT QUESTIONS (to be completed by employee - Manager to comment)</b>	
<p>1. List any changes or additions to your Position Description since your last review.</p> <ul style="list-style-type: none"> <li>• Requirements of the position</li> <li>• Responsibilities</li> <li>• Local Governmental Relationship</li> <li>• Extent of Authority</li> </ul>	<b>MANAGER'S COMMENTS</b>
<p>2. Indicate any duties and/or responsibilities on your position description which have required a significant amount of your time/attention.</p>	
<p>3. List any skills, knowledge, qualifications, duties and responsibilities as outlined in your Position Description not current and relevant to your position.</p>	
<p>4. List any aspects which have hindered your effectiveness in meeting the objectives identified in our last review, considering Local Government or work, policy and procedure, supervision, equipment, resources etc.</p>	
<p>5. What actions would improve the way you do your job?</p>	
<p>6. Identify any Experience/Training/Education which would improve your skills and enhance your performance or assist in your development. (Consider both the enhancement of existing skills and the acquisition of new skills.)</p>	
<p>7. Looking forward to the next Review Period, what are the likely major developments/changes to your position? (Consider changes to Technology, Legislation, work practices, external environment, etc.)</p>	

## SCHEDULE 2 OPERATIONAL OUTCOMES

### OPERATIONS TEAM

This section focuses on the operational element of the role:

For the Operations workers the operational outcomes are team based achievements

The Operations Manager and team will agree on the key operational outcomes that the team will achieve during the annual cycle. *(Refer to requirements of the role in the position description)*

Team Outcomes	Action Targets	Discussion	Result
What will the team achieve? List no more than five (5) items in order of priority; low; medium and high	How can the outcomes be measured? <i>(List the task/s for each outcome)</i>	During mid cycle of the review it is an opportunity to discuss progress, strengths, areas for improvement etc <i>(Record comments here regarding progress)</i>	<i>(Choose one):</i> Met outcome Partially met outcome Not met outcomes <i>(If partially met or not met state why)</i>
<b>Mandatory outcome:</b> Carry out duties in accordance with Councils Safety and Environment Policy			
<i>Any new or revised outcomes and relevant action targets that come out of the mid-cycle review discussions should be listed below</i>			
<b>Overall has the employee achieved /not achieved (choose one)</b>		<b>Comment</b>	

## SCHEDULE 2 OPERATIONAL OUTCOMES continued

### INDIVIDUALS

This section focuses on the operational element of the role:

The Manager and the individual will agree on the key operational outcomes that the employee will achieve during the annual cycle. *(Refer to requirements of the role in the position description)*

Individual Outcomes	Action Targets	Discussion	Result
What will you achieve? What are the <i>business as usual</i> expectations of your role? List no more than five (5) items in order of priority; low; medium and high	How can the outcomes be measured? <i>(List the task/s for each outcome)</i>	During mid cycle of the review it is an opportunity to discuss progress, strengths, areas for improvement etc <i>(Record comments here regarding progress)</i>	<i>(Choose one):</i> Met outcome Partially met outcome Not met outcomes <i>(If partially met or not met state why)</i>
<b>Mandatory outcome:</b> Carry out duties in accordance with Councils Safety and Environment Policy			
<i>Any new or revised outcomes and relevant action targets that come out of the mid-cycle review discussions should be listed below</i>			
<b>Overall has the employee achieved /not achieved (choose one)</b>		<b>Comment</b>	

## SCHEDULE 3 – EMPLOYEE PERFORMANCE REPORT

EMPLOYEE PERFORMANCE REPORT (to be completed by Manager)							
PERFORMANCE FACTORS <i>(Complete only those applicable)</i>	RATING						Comments
	Not Applicable	Outstanding	Exceeds Requirement	Satisfactory	Marginal	Inadequate	
<b>1. QUALITY OF WORK</b> Accuracy, presentation, thoroughness and effectiveness.							
<b>2. QUANTITY OF WORK</b> Productivity and standards expected of the position.							
<b>3. RELATIONSHIPS WITH PEOPLE</b> Treatment of other people with respect and courtesy							
<b>4. INITIATIVE</b> Identifies and corrects errors, initiates work activities.							
<b>5. MEETING WORK DEADLINES</b> Completing work assignments, meets deadlines, follows established procedures.							
<b>6. DECISION MAKING</b> Consistently applies good judgement in analysing work situations, materials, and in arriving at sound conclusions.							
<b>7. SUPERVISING/ MANAGING WORK OR OTHERS</b> Effectiveness in planning and controlling work activities, motivating and developing subordinates, improving team performance.							
<b>8. COMMITMENT/ ATTITUDE</b> Employee's commitment and attitude to work Local Government's objectives.							

**GENERAL COMMENTS BY THE EMPLOYEE**

\_\_\_\_\_  
**Signature**

**Date**

**GENERAL COMMENTS BY THE MANAGER**

\_\_\_\_\_  
**Signature**

**Date**

**GENERAL COMMENTS BY THE DIRECTOR/MANAGER**

\_\_\_\_\_  
**Signature**

**Date**

## EMPLOYEE PERFORMANCE

### RATINGS MATRIX GUIDELINES

CRITERIA	OUTSTANDING PERFORMANCE	EXCEEDS REQUIREMENTS	SATISFACTORY MEETS REQUIREMENTS	MARGINAL – OCCASIONALLY BELOW REQUIREMENTS	INADEQUATE - NEEDS IMPROVEMENT
<b>QUALITY OF WORK</b>	Work quality is of a very high order, very accurate, thorough, has a high impact	Quality work frequently presented and initiative often displayed.	Complete tasks are consistently accurate, neat, well presented, of an acceptable standard.	Work occasionally requires reworking and occasionally needs further checking.	Work is often inaccurate below standard, poorly organised, lacks good presentation.
<b>QUANTITY OF WORK</b>	Work outputs persistently very high. Always seeking extra work.	Frequently produces more than expected and often seeks work.	Consistently meets expected work outputs, achieves targets and objectives.	Occasionally produces less than expected, could achieve more outputs with little effort.	Work outputs not meeting targets and objectives. Regular need for follow up.
<b>RELATIONSHIP WITH PEOPLE</b>	Very easily gains confidence and respect, goes out of way to help, influencing, maintains quality relationships.	Very courteous and polite, helpful, pleasant and establishes rapport easily.	Courteous and polite, displays positive attitude, maintains emotional control.	Occasionally creates tension when dealing with others, sometimes not helpful.	Displays little interest in helping others, often upsets people whom dealing with.
<b>INITIATIVE</b>	Regularly develops new ideas and approaches, often outside area of own expertise, achievements easily recognised.	Consistently displays initiative, and establishes more effective ways for achieving outcomes.	Needs little supervision, has initiative, often makes work improvements.	Needs supervision, does not contribute to new ideas or approaches, relies on others.	Performs tasks only as required. Needs regular supervision.
<b>MEETING WORK DEADLINES</b>	Work requirements always ahead of schedule, regularly seeks more challenging work.	Often seeks additional work or challenges. Can always be relied upon.	Consistently meets work deadlines and follows established practices and procedures.	Occasionally falls behind in work programs, and needs prompting to complete tasks on time.	Work is often behind schedule.
<b>DECISION MAKING</b>	Always makes sound and responsible decisions, which are very reliable and accurate.	Can be relied upon to make effective and responsible decisions.	Consistently applies sound judgement before making decisions which can be relied upon.	Occasionally displays sound judgement in decision making which often lacks application.	Needs guidance and direction. Does not gather all the facts before making a decision.
<b>SUPERVISING WORK OF OTHERS</b>	A very competent manager and leader, who achieves success through people, and is committed to achieving managerial excellence.	High level supervisory skills, and regularly gains cooperation and respect from subordinates. Displays leadership qualities.	Applies sound supervisory principles, effectively communicates with subordinates, provides feedback and direction.	Occasionally does not lead by example and needs improvement in applying effective supervisory skills.	Inconsistent approach to supervising others and does not have the support of those being supervised.
<b>ATTITUDE AND COMMITMENT</b>	Very highly committed to extending the Vision and Values of Council and encourages others to follow.	Committed to the Vision and Values of Council and regularly displays a positive attitude.	Understands the need to further Council's Vision and Values and has a positive approach.	Sometimes displays a negative approach to Council and its values, is often negative.	Has a negative attitude to Council and its values, needs regular prompting to improve attitude.

**SCHEDULE 4 – EMPLOYEE TRAINING ACTION PLAN**

<b>ACTION PLAN (to be completed by manager, in conjunction with employee)</b>			
What are the specific Skills / Knowledge / Performance to be developed?	How could these Skills be best achieved or acquired?	Please list required Training (in order of priority)	Do you recommend a Trainer/ Course/Forum?

<b>Agreed Action Plan</b>	<b>Responsible Employee</b>	<b>Date by which Actions to be Implemented</b>

**SCHEDULE 4 (cont'd) - TRAINING CONSOLIDATION SHEET**

<b>TRAINING NEEDS IDENTIFIED TYPE OF TRAINING</b>	<b>(SOURCE MATERIAL) DEPT/SECTION OR INDIVIDUAL POSITIONS</b>
	<b>FREQUENCY OF OCCURRENCE</b>
Letter and Report Writing	
Public Speaking/Giving Presentations	
Local Government Policy/Legislation	
Time Management/Planning	
Communication/Interpersonal Skills	
Negotiation	
Customer/Client Relations	
Strategic/Business Planning	
Project Management	
Meetings	
Problem Solving/Conflict Resolution	
Managing Change/Client Management	
Stress Management	
Teambuilding/Management	
Supervising/Leading/Managing Performance	
Occupational Health and Safety	
Training/Job Instruction	
Computers	
Financial Control	
Other Specific Needs	
<p>Generally the priority need for training relates to:</p> <ul style="list-style-type: none"> <li>• the frequency of identification, and</li> <li>• the relationship of the identified need to the achievement of Council's objectives.</li> </ul>	

**QUESTIONS TO THE MANAGER**

Has the employee achieved the team or individual outcomes of the Previous review? Yes / No

Has the employee acquired new or enhanced skills? Yes / No

Are those skills required by Council to be utilised for his/her position? Yes / No

Are those skills within the scope of the level definition for his/her position or have they been agreed at the employee review? Yes / No

Has overall satisfactory performance been achieved? Yes / No

Is incremental salary progression recommended? Yes / No

*(if incremental salary progression is not recommended, please provide separate report detailing improvement strategy and the agreed deferred review date)*

**PAYROLL AUTHORISATION**

Current Salary details Level & Step  
/ Salary \$

New Salary details Level & Step  
/ Salary \$

Effective From /

**CEO's Signature**

\_\_\_\_\_  
**Date**

## SCHEDULE 5 – PROBATION REVIEW

PROBATIONARY EMPLOYEE PERFORMANCE REVIEW	
Employment Date:	Projected Probationary End Date:
Review Interval <input type="checkbox"/> 6 weeks <input type="checkbox"/> 3 months <input type="checkbox"/> 6 months <input type="checkbox"/> Other:	
Employee First Name:	Employee Surname Name:
Position Title:	Department:
Supervisor's Name:	Supervisor's Title:
Managers Name:	Managers Title:

<p style="color: red; text-align: center;"><b>Please read the following provisions relating to probationary employees and sign in the space provided indicating that you have read and understood these provisions.</b></p>	
Council must afford the employee procedural fairness in managing the employee's probationary period.	
The staff member's Manager or the CEO must have warned a probationary employee about the shortcomings in their ability to perform the inherent requirements of the position prior to deciding to terminate the employment relationship.	
The employee must be given an adequate opportunity to discuss the failings and be given an opportunity to address those areas.	
The Manager and/or CEO is responsible for discussing the deficiencies with the employee on a personal level to establish key performance indicators to monitor the employee's performance.	
Where key performance indicators have been established and explained to the employee upon commencement, the manager shall attempt to measure the employee against but not limited to these guidelines. If the key performance indicators are used to measure performance, the employee shall be supplied a copy of the complete assessment against this criteria used.	
Where the employee has deficiencies in the performance of their work, it is necessary to assess whether or not any of these deficiencies have been attributed to any mitigating factors.	
<p>These may include a:</p> <ul style="list-style-type: none"> <li>• lack of supervision;</li> <li>• lack of training;</li> <li>• failure to provide copies of appropriate policies;</li> <li>• poor communication; or lack of established procedures and guidelines having regard to the nature and responsibility of the position.</li> </ul>	
Any termination of a probationary employee must be given in writing and detailing the reasons why permanency was not offered and allow the employee an opportunity to respond to the issue.	
An employee may be dismissed during a probationary period instantly, without consultation or without reference to the guidelines contained within this policy if the circumstance warrants such actions including situations such as serious or gross misconduct.	
Employee Signature:	Date:
Managers Signature:	Date:

**Section A : for the Manager to complete prior to review**

*Instructions to Managers:* Managers should refer to the employee's job description when completing this form; the review should focus on the employee's ability to perform the job duties listed in the job description.

EMPLOYEE PERFORMANCE REPORT							
PERFORMANCE FACTORS <i>(Complete only those applicable)</i>	RATING						Comments
	Not Applicable	Outstanding	Exceeds Requirement	Satisfactory	Marginal	Inadequate	
<b>1. QUALITY OF WORK</b> Accuracy, presentation, thoroughness and effectiveness.							
<b>2. QUANTITY OF WORK</b> Productivity and standards expected of the position.							
<b>3. RELATIONSHIPS WITH PEOPLE</b> Treatment of other people with respect and courtesy							
<b>4. INITIATIVE</b> Initiative, identifies and corrects errors, initiates work activities.							
<b>5. MEETING WORK DEADLINES</b> Completing work assignments, meets deadlines, follows established procedures.							
<b>6. DECISION MAKING</b> Consistently applies good judgment in analysing work situations, materials, and in arriving at sound conclusions.							
<b>7. SUPERVISING/ MANAGING WORK OR OTHERS</b> Effectiveness in planning and controlling work activities, motivating and developing subordinates, improving team performance.							
<b>8. COMMITMENT/ ATTITUDE</b> Employee's commitment and attitude to work Local Government's objectives.							
<b>9. CAPACITY TO DEVELOP</b> The extent to which the employee demonstrates the ability and willingness to accept new/more complex duties/responsibilities							

**Section B: This section must be completed by the Manager prior to review:**

Do you consider this employee to be making progress appropriate to their length of employment?

Yes  No  N/A

If no, please describe the areas that need improvement?

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Have you made arrangements for the employee to receive additional training?

Yes  No  N/A

If yes, what training? Where conducted?

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Have you spoken to the employee about areas of concern at any time other than during this probationary review?

Yes  No  N/A

If yes, what was the employee's reaction to the discussion?

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What goals have you and this employee set for the next few weeks/ months on the job?

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Does it seem probable that this employee will satisfactorily complete the probationary period?

Yes  No  N/A

If no, please explain.

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Any additional comments or concerns?

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Recommended Action

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**Recommended measures**

Action	
Reason	
Responsible Person	
By When	

Action	
Reason	
Responsible Person	
By When	

**Section C: For the Employee to complete prior to the review**

Did you undergo an induction?  Yes  No

Was your induction session helpful?  Yes  No

If no, what could be to make the induction more beneficial to you?

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Are you starting to feel comfortable in your new job?  Yes  No

If no, what can be done to help you feel more comfortable?

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Did you receive a job description?  Yes  No

Is the job you are doing different from what was described to you, either verbally or on your job description?

Yes  No

If yes, in what way does it differ?

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Do you feel that you have the knowledge/skills to be proficient at your job?

Yes  No

If no, what additional support or training do you feel you need to become proficient?

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Has your supervisor or manager spoken with you about your progress to date?

Yes  No

If yes, what was discussed?

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\_\_\_\_\_  
Employee Comments (please include date; attach additional paper if necessary):  
\_\_\_\_\_  
\_\_\_\_\_

**Section D :**

Recommendations by Manager:-

Should the employee's probationary period be extended:  Yes  No

Period required: \_\_\_\_\_  
\_\_\_\_\_

Reason : (explain benefit to employee and company for extending the probationary period, for example, what skills would be acquired by the employee through the extension of the probationary period itself):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

TO BE COMPLETED ONLY AT LAST REVIEW BEFORE END OF PROBATIONARY PERIOD:

- I recommend this probationary employee become permanent and continuous.
- I recommend that disciplinary action be taken against this probationary employee before the end of the probationary period and will submit the appropriate forms.
- I recommend this probationary employee's probationary period be extended by a further \_\_\_\_\_ weeks / months. Note: An employer may only decide to dismiss an employee or extend the probationary period after the employer has invited the employee to make representations and has considered any representations made. A trade union representative or fellow employee may make the representations on behalf of the employee.
- Employee resigned before completion of probationary period. (It is important that this form is received even if employee has resigned.)

<p><b><u>Comments to Manager and Employee</u></b></p> <p>Managers should discuss the review results with the employee. At a minimum, employees must be given a copy of the review for their own records. Both the manager and the employee should sign the review form. The employee signature indicates only that the employee received a copy of the review. It does not necessarily signify employee concurrence. Both employees and managers are strongly encouraged to include written comments.</p>
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Note: Any disputes over this claim can be referred to Fairwork Australia, contacts listed below;

<http://www.fairwork.gov.au/contact-us/pages/default.aspx> , Call 13 13 94

REVIEW \_\_\_\_\_  
(Managers Signature and Date) (Employee Signature and Date)

*Copies of this review must be placed on the employee's personnel file.*