

Performance and Development in the Public Service



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Overview

The Performance and Development Process aims to provide employees with a clear understanding of how they contribute to the objectives of the Department, the accountabilities they must meet at work and the chance to proactively plan for their professional learning and personal career development with their manager or supervisor (reviewer).

All Public Service employees, including School and Maternal and Child Health Line Nurses are required to participate in the Department's corporate Performance and Development Process, including development of a Performance and Development Plan (PDP), and participation in performance discussions and reviews.

The Performance and Development cycle runs from 1 July to 30 June. It begins with the employee and reviewer planning together for the upcoming cycle, and undertaking discussion and reviews at the middle and end of the cycle. Employees can reasonably expect that there is also informal discussion during the cycle with regard to their performance. Employees are expected to satisfy all required elements of their role along with formal elements of their PDP in each cycle.

The process and PDP work best where there is trust and open communication between reviewers and employees, where there is clarity and credibility around performance objectives and when reviewers and employees are treated fairly and with respect.

The Performance and Development Cycle

PLANNING

Conversations about expectations of reviewers and employees and objectives for the cycle should occur at the planning stage. It is the responsibility of both reviewers and employees to ensure there are discussions at this point and throughout the cycle.

Following discussion regarding expectations, a PDP must be developed by the employee for the cycle, outlining the expected key deliverables for the employee. The PDP also needs to include the most important behaviours within the Department's Values to focus on for this cycle, the agreed criteria applicable to the employee attaining salary progression and targeted learning and career development goals.

The reviewer and employee are to reach agreement on each element of the PDP.

The PDP can be revised and updated by agreement at any time in the relevant cycle. This may occur for a range of reasons, such as a change in role for the employee or changes to the priorities of the work unit that may impact on the original criteria. When changes are made to a PDP, they should be inserted in addition to what was already in place to ensure it is clear that the plan has been varied.

PERFORMANCE FEEDBACK AND COACHING

All employees can expect informal and formal feedback from their reviewer about their performance throughout the cycle. Wherever possible, informal feedback should be followed up with confirmation in writing, to ensure employees understand what they are doing well and what is expected of them.

During formal review stages, feedback should be documented and endorsed in the PDP. Feedback on achievements, areas for improvement and performance against criteria set out in the PDP should be discussed at the review.

PERFORMANCE ASSESSMENT (MID CYCLE AND END OF CYCLE)

The formal review stages should be a continuation of the informal feedback and coaching that occurs on a regular basis throughout the cycle.

A reviewer will evaluate the employee's whole-of-job performance against the criteria set out in the PDP both in the middle of the cycle, and at the end of the cycle. It is expected that employees have a PDP in place by no later than 1 January of each year.

Where during the cycle, an employee is not tracking toward meeting elements of their PDP, their reviewer should ensure they discuss the matter with them and identify which elements are not likely to be met. Reviewers should provide employees with feedback on how they could go about meeting the required level of performance in this area. This ensures the employee can focus on the appropriate areas and work constructively towards meeting their objectives.

Where an employee is assigned to a number of roles during the cycle, their PDP should be amended to reflect the changed role, and at the end of cycle properly reflect the work undertaken within each role or assignment of higher duties. It is important that at the end of the cycle, the assessment takes account of all roles performed during that period for both developmental purposes and salary progression or Top of Grade or Value Range payment. This must involve consultation and collaboration between different reviewers.

From time to time there may not be agreement between the reviewer and employee on the outcomes from a review. Where this occurs, both the reviewer's and employee's comments should be properly reflected in the mid-cycle or final assessment.

PERFORMANCE OUTCOME

Following the end-of-cycle review, the manager or supervisor will complete the review and document the outcome in the PDP pro forma. The outcome is to be acknowledged by the employee in the PDP pro forma. The reviewer will advise the employee whether or not they have met the elements of their PDP, including any progression criteria and their recommendation in respect to salary progression or top of grade or range payment (further detail outlined below).

Performance and Development Plan

In the development of their PDP, employees must address the below elements, which make up the performance standards they will be assessed against:

- Meet the key accountabilities of the role (Key Deliverables) and Progression Criteria
- Successfully demonstrate the Department's Values in the work place
- Successfully complete the learning and development goals for the performance cycle.

KEY DELIVERABLES

The Key Deliverables are the key accountabilities and expectations of the role which an employee is required to perform satisfactorily in order to be meeting the requirements of their position.

PROGRESSION CRITERIA

The Performance and Development Process operates to establish the criteria against which an employee is assessed in order to achieve salary progression or top of value range/grade payment, above and beyond the satisfactory performance of their role. Reviewers and employees are to work collaboratively to determine what can be delivered to achieve this outcome, through a combination of increasing capability, productivity, performance and professionalism.

The most important, demanding or complex tasks should be included as a focus for developing the criteria required to obtain salary progression. These criteria should be a "stretch" for an employee but ones which are attainable over the cycle and relate appropriately to the role and the accountabilities attached to the role. The classification level of an employee's position is critical to what can be expected in terms of "stretch" goals.

DEPARTMENT VALUES

All Department employees are required to demonstrate the Victorian Public Sector Values at all times in accordance with the Victorian Public Sector Code of Conduct. The PDP identifies the behaviours within the Department's Values that an employee wants to focus on to achieve their Key Deliverables, Progression Criteria and individual development.

LEARNING AND CAREER DEVELOPMENT

Employees must actively pursue appropriate learning and development and have ongoing discussions and dialogue with their reviewer about career development and aspirations. Managers and supervisors should support employees in planning for and undertaking appropriate learning and development throughout the cycle.

Salary Progression

Salary progression is the movement between progression steps or amounts which occurs when an employee is assessed at their end of cycle review as meeting the progression criteria outlined in their PDP.

A Top of Grade or Value Range payment is a payment of one percent of the salary of an employee as at 30 June of the relevant performance cycle, which is paid to an employee at the top of their Grade or Value Range and is assessed at their end of cycle review as meeting the progression criteria outlined in their plan.

In order to receive salary progression or a Top of Grade or Value Range payment employees must have a plan in place as at 30 June of the relevant performance cycle and meet all elements of their performance plan. The relevant Executive Director must endorse the reviewer's assessment that the employee has met the elements of their PDP, including any Progression Criteria and their recommendation in respect to salary progression or top of grade or range payment. Employees who do not have a PDP in place will not receive salary progression or a top of range or value range payment.

The outcome from a performance review does not allow an employee to move to a higher value range within a classification level or to a higher classification. Movement between the Value Ranges can occur following a job resizing review.

Further information regarding salary progression and job resizing can be accessed on HRWeb at: [Remuneration-Public Service](#)

Underperformance

Should managers have concerns about the performance of an employee, they should try to ascertain why an employee is not performing to expectations and should discuss the matter with the employee to try to resolve the concerns. It is recommended that outcomes from such discussions be documented.

Should managers have concerns about sustained poor performance of an employee, they should contact Employee Conduct Branch for advice.

Grievances

Where grievances occur around the Performance and Development Process or outcomes, in the first instance the manager and employee should attempt to resolve the matter informally at the local level. If the matter cannot be successfully resolved at the local level the employee may wish to give effect to the grievance procedures that apply to their employment.

Where conflict escalates to a formal dispute the Department's policy and procedures will apply consistent with the various employee grievance provisions.

Information in relation to grievance procedures and the right to seek a review is available on HRWeb at: [Grievances](#).

Managers should seek advice from Policy and Employee Relations in the People Division where a formal grievance is lodged in relation to the Performance and Development process.

The Department provides support for conflict resolution and performance management issues for managers and employees through the Employee Assistance Program, including Manager Assist, the Conflict Resolution Support Service, the Workplace Contact Officers Network and the Employee Conduct Branch. Information is available on HRWeb in relation to each of these.

Further Assistance

Further information, advice or assistance on any matters related to performance and development in the Public Service is available by:

- accessing the A-Z topic list on [HRWeb](#),
- using the [related topics list](#); or
- contacting [Corporate People Services](#)