Performance Review & Development Policy Directive

Version No.: 1.5
Approval date: 12 October 2017
Contents

1. Policy Statement ................................................................. 3
2. Roles and Responsibilities ................................................ 3
3. Policy Requirements ......................................................... 4
4. Implementation & Monitoring ............................................. 5
5. National Safety and Quality Health Service Standards ............... 5
6. Definitions ........................................................................ 6
7. Associated Policy Directives / Policy Guidelines and Resources .... 6
8. Document Ownership & History ........................................... 7
1. **Policy Statement**

SA Health believes Performance Review and Development (PR&D) is an investment in its workforce. It aims to support the continuous improvement of employees’ work performance and assist them to meet SA Health values and objectives.

It is based around a process that seeks to:
- clarify work and performance expectations
- define individuals’ performance objectives, and aligned these with those of the local work unit, department, Local Health Network/Health Service/Business Units, and SA Health
- review individuals’ performance against these objectives
- provide formal and informal recognition, guidance, encouragement and regular feedback on performance
- determine relevant professional development opportunities for employees.

2. **Roles and Responsibilities**

**Employees**

All SA Health employees are responsible for:
- actively participating in PR&D,
- being involved in identifying relevant performance objectives and indicators, and,
- achieving their work plan and development plan within an agreed time frame.

**Managers and supervisors**

Managers/supervisors are responsible for:
- promoting and implementing PR&D with their staff,
- creating a positive and supportive working environment that is conducive to successful implementation of PR&D,
- supporting employees to achieve their performance and development objectives,
- providing timely encouragement and feedback to their staff,
- acknowledging meritorious performance,
- implementing processes that identify and address performance that does not meet acceptable standards of practice and/or behaviour, and
- briefing any incoming or acting manager on the outcomes of PR&D discussions they have had with their staff and providing them with relevant copies of any PR&D planning records.

**Executive and Senior Management**

The Executive Director, People and Culture, DHA is responsible for supporting the provision, implementation and evaluation of an effective evidence based Performance Review and Development Framework for SA Health. Chief Executive Officers and Executive Directors of/within Local Health Networks/ Health Services are responsible for ensuring that the SA Health PR&D Framework is implemented in their area of responsibility and that appropriate training and support is provided to those with supervisory responsibilities to ensure effective uptake and implementation.
3. Policy Requirements

3.1 Background

SA Health Performance Review and Development is informed by the following standards which identify the key requirements of the SA Health workforce:

- The South Australian public sector values of:
  - Service
  - Professionalism
  - Trust
  - Respect
  - Collaboration and Engagement
  - Honesty and Integrity
  - Courage and Tenacity
  - Sustainability

- relevant professional standards, requirements for professional registration to practice, or requirements for employees to meet the membership or specialist criteria of professional colleges or other professional bodies

- processes established to support clinical supervision

- processes established to support mandatory training needs of employees

- the specific values of individual organisations within SA Health

- legislative and policy requirements including:
  - Code of Practice for Crown Exempt Employers
  - State and National Workforce Health and Safety legislative frameworks
  - WorkCover Performance Standards for Self-Insurers
  - Code of Ethics for the South Australian Public Sector

- the relevant standards required for organisational accreditation

3.2 Principles

The following principles underpin SA Health Performance Review and Development:

1. PR&D is recognised as a key responsibility of all managers and they will be held accountable for supporting and implementing PR&D in their area of responsibility.

2. Active participation in PR&D by all employees is a key requirement of their roles.

3. For a new employee, or an employee in a new role, the PR&D discussion is initiated as part of their induction process, and a PR&D Planning Record must be completed within three months of them commencing in the role to ensure that there are clear expectations about their work priorities.

4. PR&D promotes a two way discussion between the employee and their manager and is a process that assists them to formulate performance and development plans, implement and evaluate these plans, and review the process.

5. PR&D is a tool that promotes effective interpersonal and working relationships between all employees, and the development of achievable and relevant work unit and individual objectives.

6. Performance standards support and guide the development of skills, abilities, competencies and behaviours that are expected of SA Health employees.
7. PR&D processes are fair, equitable and transparent.

8. PR&D is supported by a range of materials and training to facilitate its implementation.

9. Principles of accepted contemporary practice apply to all aspects of PR&D.

10. The implementation and uptake of PR&D will be monitored, and the program will be evaluated to ensure it meets the needs of the individual and the organisation.

### 3.3 Performance Review and Development Framework

SA Health promotes a consistent state-wide framework for Performance Review and Development that guides and informs the participation of all employees, and

- aligns with accepted contemporary human resource practices for people management, and strategies that support consistent and effective workplace performance and behaviours;
- encourages employee engagement in their work and in their development;
- integrates with key human resource processes, such as recruitment and selection, orientation, learning and development, role descriptions, and processes for managing under-performance or misconduct;
- reflects the requirements for credentialing and registration, and is consistent with professional standards or competencies and other practices that support the monitoring, safety, and promotion of quality health care;
- promotes and supports the implementation of safe systems of work;
- facilitates opportunities to ensure employees obtain the skills, abilities and competence to enable health services and SA Health to provide safe and high quality services; and,
- links with Job Planning for Senior Medical Officers (including Consultants, Clinical Academics, Senior Medical Practitioners, and Visiting Medical Specialists).

### 4. Implementation & Monitoring

Local Health Networks/Health Services/Business Units are responsible for the implementation, monitoring and evaluation of PR&D within their own areas of responsibility.

Uptake of PR&D, measured through standardised HR reporting mechanisms, is reported to Local Health Network/Health Service and Departmental executive teams and at a range of management levels. There is also a requirement for compliance figures to be reported in annual reports and to the Office for the Public Sector as requested.

### 5. National Safety and Quality Health Service Standards

The Australian Commission on Safety and Quality in Health Care has developed [10 National Safety and Quality Health Service Standards](#) (the Standards).

The Standards provide a nationally consistent and uniform set of measures of safety and quality for application across a wide variety of health care services. They propose evidence-based improvement strategies to deal with gaps between current and best practice outcomes that affect a large number of patients.
The following standard indicated below is relevant for this policy:

|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|

☒ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

6. Definitions

In the context of this document
- **employee**: a person employed for remuneration under a contract of employment and includes casual, fixed-term contract, temporary and ongoing employees.

7. Associated Policy Directives / Policy Guidelines and Resources

This Policy should be read in conjunction with the following Guideline and Direction:
- Guideline of the Commissioner for Public Sector Employment – Performance Management and Development
- Direction of the Premier: Performance Management and Development, issued pursuant to section 10 of the PS Act

The following SA Health policies are also relevant and provide guiding principles for Performance Review and Development:
- Respectful Behaviour Policy
- Induction and Orientation Policy Directive

The following codes, legislation and standards have also been used to guide the development of this policy and provide further points of reference for the reader:
- Code of Practice for Crown Exempt Employers
- Code of Ethics for the South Australian Public Sector
- Discipline specific Codes of Professional Conduct
- Equal Opportunity Act 1984
- Fair Work Act 1994 (SA)
- Health Care Act 2008
- Public Sector Act 2009
- Credentialing and defining scope of practice policies and procedures
- SA Aboriginal Health Everybody’s Business Health Workforce Development: A South Australian Strategy for Aboriginal and Torres Strait Islander People 2005-2010
- SA Health Cultural Respect Framework
- Work Health and Safety Act 2012 (SA)
- WorkCover SA Performance Standards for Self-Insurers
8. Document Ownership & History

Document developed by: People and Culture, DHA
File / Objective No.: 2014-01948/1
Next review due: 31 August 2020
Policy history: Is this a new policy (V1)? N
Does this policy amend or update an existing policy? Y
If so, which version? V1.4 of D0323
Does this policy replace another policy with a different title? N

<table>
<thead>
<tr>
<th>Approval Date</th>
<th>Version</th>
<th>Who approved New/Revised Version</th>
<th>Reason for Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/10/17</td>
<td>V1.5</td>
<td>ED, People and Culture, DHA</td>
<td>Formally reviewed in line with scheduled timeline for review.</td>
</tr>
<tr>
<td>01/12/14</td>
<td>V1.4</td>
<td>Group Director Workforce</td>
<td>Reviewed after broad consultation</td>
</tr>
<tr>
<td>01/08/13</td>
<td>V1.3</td>
<td>Group Director Workforce</td>
<td>Minor updates.</td>
</tr>
<tr>
<td>01/02/13</td>
<td>V1.2</td>
<td>Group Director Workforce</td>
<td>Reviewed after consultation</td>
</tr>
<tr>
<td>01/11/12</td>
<td>V1.1</td>
<td>Group Director Workforce</td>
<td>Re-formatted version</td>
</tr>
<tr>
<td>01/05/09</td>
<td>V1</td>
<td>Portfolio Executive</td>
<td>Original Version</td>
</tr>
</tbody>
</table>