



Version Control and Objective ID	Version No: 2	Objective ID: A8749886
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1. Statement

Ipswich City Council strives to ensure that its core values are accomplished by supporting employees to fulfil the requirements of their role and to promote a high-performing work culture.

2. Purpose and Principles

The purpose of this directive is to provide a standard of quality performance conversations which proactively manage individual employee performance to achieve strategic outcomes and deliver projects and services for the community.

The directive establishes a consistent approach across council for performance reviews and encourages a culture where quality conversations, feedback and development occur in a timely and regular manner, valued by employees and leaders alike.

Council is committed to providing employees with clarity and understanding of their work roles. In situations where performance below expectations has been identified, Council will deal with matters appropriately and fairly.

Ipswich City Council will apply the following principles:

- Engage employees one-on-one and in teams through regular, ongoing quality performance conversations throughout the employee lifecycle
- Flexibly design quality performance conversations to ensure they are appropriate to the level and complexity of each employee's role
- Support employee wellbeing, provide two-way feedback, create role clarity, recognise employee contributions and enable ownership of individual performance
- Monitor performance against agreed standards and expectations
- Strive to improve employee performance if performance outcomes are consistently below expectations
- Ensure the opportunity to correct performance below expectations is afforded to an employee
- Assess and review each situation on a case-by-case basis in accordance with relevant directives, procedures and legislation.

3. Strategic Plan Links

This administrative directive aligns with the following iFuture 2021-2026 Corporate Plan theme:

- A Trusted and Leading Organisation

4. Regulatory Authority

Industrial Relations Act 2016 (Qld)

Local Government Act 2009

Local Government Regulation 2012

5. Human Rights Commitment

Ipswich City Council (Council) has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when approving and/or amending this administrative directive. When applying this administrative directive, Council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the Act.

6. Scope

This directive applies to all employees of Ipswich City Council classified as either full time, part time, temporary, and casual.

7. Roles and Responsibilities

- The Chief Executive Officer approves this Administrative Directive
- Employees have a responsibility to ensure they carry out their work duties to the expected standard and demonstrate capabilities outlined in their position descriptions
- Regular, ongoing quality performance conversations support productive relationships between employees, managers and supervisors where performance expectations are discussed, clarified, and reviewed.
- An assessment of psychosocial hazards and risks directly linked to the employee's role and performance should be considered and reviewed regularly, with documented quality performance conversations as a control mechanism.
- All staff are responsible for ensuring their own compliance with this directive and to raise any concerns to their supervisor in the first instance
- Managers are responsible to ensure their employees comply with this directive and any identified performance concerns should be addressed as soon as possible.

8. Quality Performance Conversations

Performance conversations should be introduced to all employees during onboarding as something discussed openly and transparently and linked to our shared values of communication, collaboration, efficiency, integrity, and leadership. Employees should be made aware of how performance will be considered and evaluated throughout the probationary period and as part of one-on-one discussions at thirty (30), sixty (60) and ninety (90) days of employment. The final ninety (90) day performance review as part of the probation period must be completed and documented prior to the end of the period.

Leaders, managers and supervisors at all levels play a critical role in setting cascading expectations and creating value through quality performance conversations with their direct reports. Following the probation period, managers and supervisors are responsible for establishing regular, ongoing one-on-one discussions with employees, including those focused on performance.

Using a flexible approach, managers and supervisors are responsible for ensuring both one-on-one and team discussions related to performance and development meet the varying needs of teams and individuals. The frequency, content and complexity of the discussions should be appropriate to each role and continually work toward an approach that works best for both leaders and their team members.

Quality performance conversations support managers and supervisors to:

- build capability and confidence in having open, honest two-way performance discussions
- develop and embed expected behavioural standards aligned to our values
- give and receive feedback to support on-the-job development
- align individual performance to the organisational priorities outlined in the Corporate Plan and Operational Plan.

Supervisors and managers are responsible for recording the outcome of one-on-one discussions held biannually at minimum. Systems and templates are provided through the [Quality Performance Conversations Toolkit](#) and should be implemented in ways which empower psychologically safe two-way communication, not as a compliance exercise. Records of performance and development conversations must be stored using council's records management system.

9. Key Stakeholders

The following will be consulted during the review process:

- General Manager (Corporate Services)
- People and Culture Branch
- Executive Leadership Team.

10. Monitoring and Evaluation

This directive shall be reviewed every four (4) years, or as required.

11. Definitions

DIMINISHED PERFORMANCE: Performance that is below a satisfactory level standard in relation the employee's position and associated work tasks.

12. Related Documents

[Managing Performance Below Expectations procedure \(A6175449\)](#)

[Employee Wellbeing Administrative Directive \(A5815490\)](#)

[ICC Officers Certified Agreement 2021 \(A8475833\)](#)

[ICC Local Government Employees Certified Agreement 2021 \(A8475832\)](#)

[ICC Resource Recovery Drivers Certified Agreement 2021 \(A8475831\)](#)

[ICC Civic Centre Certified Agreement 2021 \(A8475830\)](#)

13. Administrative Directive Owner

The General Manager (Corporate Services) is the administrative directive owner and the Manager, People and Culture is responsible for authoring and reviewing this administrative directive.