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1. Background

Performance excellence is a major contributor to Council's purpose of 'Together we Proudly Enhance the Quality of Life for Our Community'. Recognising and valuing employee contributions to an expected standard is important. In the event that standards are consistently below expectations, the manager or supervisor will work with the employee to provide support and resources to improve performance.

2. Purpose

This procedure supports the implementation of Council's Performance Management Administrative Directive, which helps the Council to manage employee performance below expectations before it reaches the threshold of disciplinary action and to support the employee.

3. Regulatory Authority

Industrial Relations Act 2016 (Qld)

Local Government Act 2009

Local Government Regulation 2012

4. Human Rights Commitment

Council has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when approving and/or amending this procedure. When applying this procedure, 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.

5. Roles and Responsibilities

Employees have a responsibility to ensure they carry out their work duties to the expected standard. Should an employee have concerns about their ability to meet the expected standard of performance, or if an employee is directed to perform tasks outside their capability, the manager should be advised as soon as possible.

All managers and supervisors are responsible for following this procedure and must consult with the relevant People and Culture Business Partners, when required.

6. Key Stakeholders

The following will be consulted when this procedure is reviewed:

- General Managers
- Council leadership team
- People and Culture Branch.

7. Education and Training Requirements

Managers and supervisors will be supported with information and development opportunities aligned to managing performance of team members.

8. Procedure

This procedure is required to be followed when a manager or supervisor identifies potential performance issues where an employee is performing below the expected standard.

8.1 Probationary Period

If Council's performance standards are not met by the employee during the probationary period of three (3) months, a discussion should be held to identify any contributing reasons. Consideration must be given to non-confirmation of employment or an extension of probation for a further maximum 3 months in consultation with the People and Culture Branch.

8.2 Preliminary Informal Discussion

When performance below expectations is identified, the manager or supervisor is to discuss the matter with the employee and advise the expected work standards and requirements. The manager should aim to remedy the performance below expectations through meetings providing feedback and support.

During these meetings, file notes of the discussion should be recorded that include date, time and expectations of performance. If during a short timeframe, the employee's performance shows improvement and performance expectation level standards are met, then no further action is required. The manager or supervisor is to retain a copy of these file notes in the event that they may be required in future.

If performance has not improved to the expected standard through informal meetings and support, a formal performance improvement process must be commenced. This is to be discussed with the People and Culture Business Partner prior to implementation.

8.3 Performance Improvement Plan (PIP) Implementation

When prior meetings and discussions have not achieved the desired outcomes through either training and development, career counselling, Employee Assistance Support (EAP), or improved communication, the employee may be provided with additional time to reach performance expectation level standards and will be placed on a Performance Improvement Plan (PIP).

During the PIP, the manager or supervisor will provide evidence of the performance below expectations and outline to the staff member clear objectives and measurable job performance expectations. The manager or supervisor must schedule regular and at least fortnightly meetings throughout the PIP to monitor the performance and advise the employee of the outcomes.

At the final review of the PIP, the manager or supervisor will reach a decision and provide recommendations. If the performance requirements have been met to the expected standards, the PIP will be closed and recorded as completed. Under circumstances where the manager or supervisor determines the employee has shown some improvement, but not all performance requirements have been met, the PIP can be extended with consultation with the People and Culture Business Partner.

If the employee has not met the performance requirements during the PIP, the matter should be referred to the People and Culture Business Partner and the General Manager of the relevant department for possible disciplinary action to occur.

8.4 Medical Conditions Affecting Performance

If performance below expectations is related to a medical condition, the review is to be postponed until the employee has recovered. Manager or supervisor are to consult with the relevant People and Culture Business Partner in these circumstances. Consideration may be given to seeking independent medical advice or reasonable adjustment actions.

9. Monitoring and review

The Manager, People and Culture will monitor this procedure to ensure it is updated accordingly and will report on its effectiveness annually, or as required to the Executive Leadership Team.

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

10. Related documents

[Employee Wellbeing Administrative Directive](#)

[ICC Officers Certified Agreement 2018](#)

[ICC Local Government Employees Certified Agreement](#)

[ICC LGE Waste Certified Agreement 2018](#)

[ICC Civic Centre Certified Agreement 2018](#)

11. Definitions

Performance below expectations	Performance that is below a satisfactory level standard in relation the employee's position and associated work tasks.
PIP	Performance Improvement Plan.

12. Process Model

N/A

13. Procedure Owner

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