

# GEOSCIENCE AUSTRALIA

## PERFORMANCE PLANNING AND REVIEW

<b>Name:</b> Miriam Middelmann	<b>Nominated Manager:</b> Ole Nielsen
<b>Date of mid-cycle review:</b> 31 January 2009	<b>Date of end-of-cycle review:</b> 12 June 2009

### Role and Key Area/s of Responsibility

Lead and manage GA's flood risk activity:

- Publish papers on GA's flood risk research
- Provide the secretariat and represent GA on the National Flood Risk Advisory Group (NFRAG)
- Lead the review of the Australian Flood Studies Database
- Assess the development of an open source 2D flood modelling capability in collaboration with Ole & stakeholders
- Identify gaps and develop options to support the Philippines Government to better assess flood hazard

### Clients

Georisk Project, RRG, NFRAG, AEMC, NRAAG, NCSWG, EMA, AusAID, all levels of government, general community.

### Merit Advancement (indicate your interest in applying for merit advancement?)

Yes, pay point

## YOUR INDIVIDUAL WORK PLAN July 2008- June 2009

### Key Performance Area 1: Achievement of Outputs/Results

- contribution to team achievements
- record of achievement of results/outputs of value to project/work area/clients

Tasks/activities, expected outputs/results & dates	Self assessment at end of cycle
Develop, document and promote my flood risk research (25%)	Papers developed with very positive feedback from the Australian & international community, including:
Provide secretariat duties and represent GA on the National Flood Risk Advisory Group (NFRAG) (20%)	<ul style="list-style-type: none"> <li>• 'Residential flood losses in Perth, WA' (published international proceedings)</li> <li>• 'Flood damage estimation beyond stage-damage functions: An Australian example' (submitted JFRM)</li> </ul>
Lead review of the Australian Flood Studies Database (30%)	<ul style="list-style-type: none"> <li>• 'Flood risk management in Australia' (published AJEM)</li> <li>• 'Review of the Australian Flood Studies</li> </ul>

<p><b>Assess the development of an open source 2D flood modelling capability (25%)</b></p> <p><b>Outline gaps and develop options to support the Philippines Government to better assess flood hazard</b></p>	<p>Database' (draft GA record).</p> <ul style="list-style-type: none"> <li>• 'Options for investing in the development of an open source two dimensional flood modelling capability' (draft GA record)</li> <li>• 'Enhancing natural hazard risk assessment capacity in the CSCAND agencies – an options paper' (Professional Opinion Number: 2009/04). I developed the flood component.</li> <li>• Four national flood manuals redeveloped by NFRAG: i) 'Flood preparedness', ii) 'Flood warning', iii) 'Flood response', and iv) 'Emergency management planning for floods affected by dams'.</li> </ul> <p>Managed and/or instigated the development of two workshops:</p> <ul style="list-style-type: none"> <li>• 'ANUGA – Present applications and future potential (September at GA).</li> <li>• 'Floodplain management across Australia' (Feb, preconference workshop).</li> </ul> <p>Negotiated data for model validation and or model comparison using ANUGA.</p>
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## Key Performance Area 2: Leadership

- strategic perspective and contribution
- leadership in specialist area
- leadership of people

Tasks/activities, expected outputs /results &dates	Self assessment at end of cycle
<p><b>Develop, document and promote my flood risk research</b></p> <p>PI: Article published in the proceedings of FloodRisk 2008 on residential losses in Perth</p> <p>PI: Present paper at FloodRisk 2008 (Sept 2008). Feedback.</p> <p>PI: Submitted article for publication in a relevant international journal which compares the use of two different methods to assess loss.</p> <p><b>Lead review of the Australian Flood Studies Database</b></p> <p>PI: Survey developed to assess use and seek feedback on existing database, and to explore the need for, and potential options for the database's future.</p> <p>PI: Survey reviewed by NFRAG. Level of feedback.</p> <p>PI: Responses received to survey from a range of stakeholders.</p> <p>PI: Paper developed reviewing the responses &amp; highlighting future options (June 2009).</p> <p><b>Assess the development of an open source 2D flood modelling capability</b></p>	<ul style="list-style-type: none"> <li>• Paper 'Residential flood losses in Perth, Western Australia' published in the book <i>Flood Risk Management: Research into Practice</i>.</li> <li>• Paper 'Flood damage estimation beyond stage-damage-functions: An Australian example' submitted to the <i>Journal of Flood Risk Management</i> in May. The paper demonstrates the need to use a combination of techniques to assess the direct economic impact of flooding.</li> <li>• Survey objectives and questions developed and reviewed externally. Led team in the development of the online survey. Instigated feedback from a broad spectrum of stakeholders.</li> <li>• Developed paper <i>Review of the Australian Flood Studies Database</i> which analysed the 173 survey responses and recommended the way forward. The recommendations are identified for implementation in 2009-2010.</li> <li>• Positive feedback received on my role in organising and chairing the workshop attended by 35 national &amp; international participants over</li> </ul>

<p>PI: Feedback on my role as Chair &amp; facilitator at the ANU workshop (Sept 08)</p> <p>PI: Participation of the user community in the ANUGA workshop and a range of relevant case studies presented.</p> <p>PI: Preliminary internal paper drafted in collaboration with Ole. Information incorporated such as: stakeholders, current ANUGA flood user community, potential, need and purpose of any further model development, preliminary recommendations.</p>	<p>two days. A range of relevant case studies were presented on tsunami and flood modelling and priorities workshopped.</p> <ul style="list-style-type: none"> <li>Co-authored paper <i>Options for investing in the development of an open source 2D flood modelling capability</i> which identified how ANUGA has currently been used to model flooding, and identified the gaps, options and priorities for future work. Many of these recommendations have been identified for 2009-10 implementation.</li> <li>Developed a project agreement with Tweed Shire Council to validate ANUGA against observed data. Model validation was identified as a high priority in the ANUGA options paper and the identification and negotiation of this recent data is very useful.</li> </ul>
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### Key Performance Area 3: Management

- managing self
- managing others
- management of project/work area/activity
- communication, liaison, negotiation and influencing skills

Tasks/activities, expected outputs /results & dates	Self assessment at end of cycle
<p><b>Liaise and manage stakeholder relationships</b></p> <p>PI: Feedback on success of workshops</p> <p>PI: Feedback from NFRAG members</p> <p>PI: Feedback from other stakeholders</p>	<p>I have received extremely positive feedback from all levels of government, industry and research on my success in:</p> <ul style="list-style-type: none"> <li>liaising and managing complex and often sensitive stakeholder relationships, for example, the local/state/federal government divide on flood issues.</li> <li>managing a range of successful projects, for example, the input by stakeholders into the development of ANUGA as a flood model, review of flood studies database, and development of options to reduce flood hazard &amp; risk in the Philippines.</li> <li>influencing and negotiating with people more senior and/or experienced than I, for example my influence with the Chair &amp; co-secretariat of NFRAG where I have largely set the national flood agenda discussed by the Group.</li> </ul>

### Key Performance Area 4: Client Interaction

- identifying client needs
- meeting client needs
- developing new ventures/projects/products

Tasks/activities, expected outputs /results & dates	Self assessment at end of cycle
<p><b>Provide secretariat duties and represent GA on the National Flood Risk Advisory Group</b></p>	<ul style="list-style-type: none"> <li>Very positive feedback from NFRAG members &amp; other national committees. My effectiveness in</li> </ul>

<p><b>(NFRAG):</b></p> <p>PI: Effective co-secretariat relationship with BoM maintained.</p> <p>PI: Agendas, minutes and background papers developed and distributed to committee members.</p> <p>PI: Australian Emergency Management Committee (AEMC) updated on NFRAG's activities through the Emergency Management Liaison Secretariat.</p> <p>PI: Progress made towards developing nationally consistent flood risk management best practice.</p>	<p>meeting clients' needs &amp; managing relationships has resulted in me often being seen as the preferred secretariat contact for NFRAG with members contacting me rather than BoM for advice and assistance. My effective negotiation, influencing and communication skills have however enabled me to still effectively share the secretariat work load, for example, negotiating for BoM to draft the briefing material for the Australian Emergency Management Committee.</p> <ul style="list-style-type: none"> <li>• Timely meeting papers developed and delivered with GA leading the agenda.</li> <li>• Coordinated the review and development of a series of national flood documents by NFRAG including the article on 'Flood risk management in Australia' published in the <i>Australian Journal of Emergency Management</i> and the revision of four national flood manuals published by Emergency Management Australia.</li> <li>• Instigated exchange of information to the broader community through a national workshop on floodplain management in Australia, providing NFRAG updates on GA's website, and publishing articles in the newsletter <i>Floodplain Manager</i>.</li> </ul>
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#### Key Performance Area 5: Corporate Contribution

- corporate awareness
- involvement in GA/ITR/APS/professional arena activities
- sharing expertise
- Corporate information management

Tasks/activities, expected outputs /results & dates	Self assessment at end of cycle
<p><b>Attend appropriate briefings, seminars, workshops</b> PI: Aware of corporate issues, as appropriate.</p> <p><b>Contribute to RIAG activities as requested by GL &amp; PL</b> PI: Feedback</p> <p><b>Promote &amp; raise awareness of key activities in Project.</b> PI: Management informed of key achievements &amp; activities &amp; meetings with external clients.</p> <p><b>Contribute to Phase 2 of Natural Hazards Online.</b> PI: Flood queries generated by webpages &amp; online database responded to PI: Feedback.</p> <p><b>Regular TRIM user</b> PI: Average TRIM statistics across year achieve a minimum TRIM target of 16 per quarter.</p>	<ul style="list-style-type: none"> <li>• Aware of appropriate issues corporately and assist others in RIAG to keep informed.</li> <li>• Contributed to the AusAID funded 'Strengthening Natural Hazard Risk Assessment Capacity in the Philippines' project which was not identified in my original work programme.</li> <li>• Done, through dot points, meetings etc. I also sought to have the weekly dotpoints made more widely available to facilitate greater sharing of information between projects below the PL level.</li> <li>• Updated pages on Natural hazards online, and promptly responded to information requests. Contributed to the GA web redevelopment project.</li> <li>• Regularly used TRIM.</li> </ul>

**Name: Miriam Middelmann**

**Division: GEMD**

**Key Performance Area 6: Learning Agreement**

- development of professional/technical skills, knowledge, expertise
- development of self in line with the GA work values (Leadership, Management, Client Interaction, Corporate Contribution)
- development of others

Development needs/Future job intentions	Learning activities/courses/programs & dates
Develop self in line with GA's key work values, including leadership & management	Attend courses, workshops, meetings, as appropriate e.g. Centre of Public Management/Australian Institute of Management/Geoplus Obtain a mentor
Develop technical knowledge, skills & expertise relating to flood risk e.g. vulnerability/2D modelling	Read literature & talk with experts ANUGA workshop (GA, 16-17 Sept) FloodRisk 2008 – European Conference on Flood Risk Management Research into Practice (Oxford, 29 Sept – 3 Oct 08) Floodplain Management Authorities (Albury, 16-20 Feb 08)

A copy of this section of your Individual Work Plan is to be forwarded to the Director, Human Resource Services when asked for. Your data will assist in developing a GA Learning and Development program.

**Sign off on Individual Work Plan**

**Your Signature:**

M. Middelmann

**Date:** 24/7/08

**Nominated Manager's Signature:**

Chris Nish

**Date:** 24/7/8

## MID-CYCLE PERFORMANCE REVIEW

### Your Comments on Progress

#### Results

- Developed, rigorously tested and released the web based questionnaire on the Australian Flood Studies Database (Jan 09).
- Coordinated the publication of the NFRAG paper on Flood Risk Management in Australia in AJEM (Nov 09).
- Published the Perth flood risk paper and presented it at an international conference (Oct 09).
- Coordinated and Chaired the successful ANUGA workshop (Sept 08).
- Developed the flood section in Philippines options paper (Jan 09).
- Performed secretariat duties for NFRAG (ongoing).

#### Leadership

- Initiated a shift from the development of state/territory/federal government relationships to a greater engagement with local government from both a state and federal level, further raising GA's profile in the flood space. Examples include: 1) representative of local government now on NFRAG, 2) Initiated workshop on 'floodplain management across Australia' at the Floodplain Management Conference to facilitate local government input. Nominated the NSW representative as organiser which has proved very successful. 3) Initiated AJEM paper on Flood Risk Management in Australia and sought feedback on the vision, objectives and guidance articulated in the paper, 4) invited Councils in Australia to participate in the review of Australian Flood Studies Database.
- Initiated the development of relationships with European agencies involved in flood risk management and research, eliciting invites from all agencies approached. While overseas, I promoted GA's work and identified opportunities for collaboration with RIAG. I developed a detailed trip report, making it available to the RIAG, enabling individuals/projects to follow up on identified opportunities for collaboration. I chaired a session (by invitation) on Economics and Risk at the international conference.
- Initiated and led the review of the Australian Flood Studies Database to seek feedback on the database, designing the survey to achieve my identified objectives/outcomes. Designed templates for the results to enable real time monitoring of responses and to establish quickly options/recommendations for the database's future. Led the team developing the web based survey, rigorously testing it before its release. Promoted survey through engineering and local government newsletters and GA's 'What's New', in addition to through targeted e-mails.
- Developed the program for the ANUGA workshop in close consultation with PL/ON including initiating and developing questions to help facilitate the discussion sessions. Delegated tasks (e.g. facilitation, loading up presentations) to others in the team. Chaired the workshop.
- Developed options to build capability in the Philippines in flood and vulnerability modelling.
- Developing a paper which demonstrates the need to look beyond stage damage curves to assess flood damages.

#### Management

- Managed development of the web based survey by database/web developers. Engaged the support of key bodies (ALGA, FMA, Engineers Australia, IPWEA and NFRAG) to publicise the survey.
- Organised the ANUGA workshop (e.g. presenters, abstracts, catering) and acted as key contact. Involved PL/ON in developing workshop programme and achieved agreement on individual roles and responsibilities both in the planning and running of the workshop.
- Planned overseas trip. Liaised with external agencies to organise visits within a very short timeframe, managing numerous forced itinerary changes highly effectively.
- Managed development of the paper by NFRAG on Flood Risk Management in Australia for the AJEM.
- Liaised with BoM to share the responsibility of running the NFRAG secretariat (e.g. developing the agenda, writing minutes, briefing AEMC, providing advice to members), executing duties in a timely manner. Monitored the progress of action items, and followed up on team leaders responsibilities. Liaised between NRAAG and NFRAG (e.g. risk assessment priorities, framework), and NFRAG members and the Chair, developing and aligning priorities to improve flood risk management in Australia.
- Acknowledged regularly the contribution of others to all activities that I have managed.

### **Client Interaction**

- Developed survey to identify whether there was a continuing need for the database with stakeholders, and to identify any new needs. Publicised the survey very broadly to capture the input of all stakeholders. This has increased the awareness of the database and GA by an order of several magnitudes and increased the response rate for the survey. Engaged NFRAG's support for the review early in the process. Feedback on the proposed questions was very positive.
- Represented GA on NFRAG. Comments received on my valuable contribution to NFRAG by the Group's co-secretariat, the Chair and other members. Developed relationships with new members (e.g. ALGA rep) and maintained relationships with existing members. Progress made towards developing nationally consistent flood risk management practice (e.g. flood manuals, AJEM article, workshop).
- Promoted GA during overseas visits, and sought opportunities for collaboration for RIAG.
- Responded promptly to requests for information from external clients and stakeholders and kept people informed of progress.

### **Corporate Contribution**

- Developed options the flood section to the Philippines options paper, contributing at short notice to the paper (not in original work plan). Approached PAGASA to elicit feedback on the options.
- Reviewed the National Emergency Risk Assessment Guidelines and made suggestions to improve the clarity of the guidelines. Reviewed abstracts etc for team members.
- Improved flood pages on National Hazards Online, in particular in relation to the Australian Flood Studies Database. Responded promptly to queries generated by the National Hazards Online.
- Updated management on key achievements/events via the weekly dot points; attended appropriate briefings and exceeded the TRIM target.
- Shared my corporate knowledge with newer members of the team.

### **Learning and Development**

I identified and attended a number of free Australian Institute of Management professional network forums after work (e.g. art of influence, neuro linguistic programming). I have found them to be an excellent quick introduction or refresher into different topics. I developed a greater understanding about my preferred managerial style and learnt about different ego states through a one day course "The Leadership Voice". I would be interested this year in pursuing a longer leadership development course as I found the one day course a bit superficial and short.

I read up on the art of facilitation and experienced acting as Chair for the first time at the 2 day ANUGA workshop. Organising this workshop also enabled me to engage with a greater diversity of stakeholders (particularly tsunami modellers). I had another opportunity to act as Chair during an international conference.

I gained valuable knowledge on European flood risk research during the planning phase for my overseas trip. For example, I researched the EU programmes FLOODsite and CRUE and identified and contacted agencies involved particularly in flood vulnerability modelling to arrange meetings. While overseas my knowledge increased significantly regarding flood risk research being undertaken in Europe and flood risk management in the UK.

### **Summary**

It has been a great six months. I've enjoyed broadening my interaction externally and having Ole come and play in the flood space! I look forward to seeing what opportunities unfold over the next six months.

### **Comments by Nominated Manager**

Miriam

I agree with your list of achievements for the past 6 months. Your efforts in organising and chairing the ANUGA workshop was a particular highlight for me and it would not have been anywhere near as professional and useful without your efforts.

Your knowledge of key players and networking skills will become increasingly important in your career. I noticed your insightful comment recently highlighting the fact that the Georisk activities currently funded from other agencies ought to be covered and funded directly through an NPP. Perhaps this is something for you to pursue in the next financial year?

In any case, I am looking forward to the next 6 months and to getting more involved in the flood risk community through your help and contacts.

Ole

### Agreed Changes to Individual Work Plan

Added: Develop flood options for the Philippines options paper.

Dropped: Development of national risk assessment priorities for NRAAG.

### Progress on Learning and Development

Dates	Self Assessment	Nominated Managers Comments
23/7, 6/8, 7/11 AIMS Prof. Network Forums	Overview of the art of influence, Neuro linguistic programming, tsunami reconstruction programme.	
16-17/9 ANUGA workshop	My first experience as Chair. Engaged in a greater diversity of stakeholders to include external tsunami modelers.	
26/9- 12/10 European flood conference and UK and Germany visits.	Got the opportunity to Chair a session at the European conference. Big learning experience regarding the massive research effort in Europe. Made useful contacts, elicited much interest in the work being done here and engaged interest in collaboration.	
22/10 The Leadership Voice	Felt like a lot of material glossed over rather than in depth, but interesting insights learnt into different ego states and preferred managerial styles.	

### Mid-Cycle Rating (indicative only)

#### Key Performance Area

1. Achievement of Outputs/Results
2. Leadership
3. Management
4. Client Interaction
5. Corporate Contribution
6. Learning & Development

#### Rating (Highly Effective; Effective; Requires Development; Unsatisfactory)

H  
H  
H  
H  
E  
H

#### High Performance:

The employee's contribution exceeds expectations and performance requirements of their current role and Level and results in a visible, value-adding impact on the directions/operations/service delivery/knowledge in the individual's area of responsibility.

#### Effective Performance:

The employee performs consistently well and meets the expectations and performance requirements of the job. The employee may have made some contributions exceeding performance requirements of the job.

#### Requires Development:

The employee may perform well and meet the expectations and performance requirements most of the time in the job. The employee may require development to attain consistent performance in all aspects of the job.

#### Unsatisfactory Performance:

The employee does not meet the expectations and performance requirements of the job and has not improved performance in response to feedback.



**Note:**

If a performance rating of Unsatisfactory is applied to any one of the criteria, ensure there is an appropriate plan in place supporting the employee to achieve effective performance in an identified timeframe and in line with the performance management process outlined in the Certified Agreement.

**Your Signature:**

M Middle

**Date:** 29/1/09

**Nominated Manager's Signature:**

[Signature]

**Date:** 29/1/09

## END OF CYCLE PERFORMANCE REVIEW

### Your Comments

#### Achievement of outputs/results

I published two papers titled 'Residential flood losses in Perth, Australia' and 'Flood risk management in Australia' and submitted a third titled 'Flood damage estimation beyond stage damage functions: An Australian example' to an international journal. I developed three options papers managing input from stakeholders and clients which will guide the development of i) the open source flood model ANUGA, ii) the Australian Flood Studies Database and iii) the assessment of flood hazard and risk in the Philippines. I negotiated data for model validation and comparison using ANUGA and led a workshop on ANUGA's present applications and future potential.

#### Leadership

I achieved my vision which was to increase Geoscience Australia (GA)'s role in flood risk management among local government and international experts. Broadening my stakeholder engagement has enabled me to more strategically lead the national flood agenda. For example I developed the agenda for the National Flood Risk Advisory Group (NFRAG) with minimal input from others. I developed options for further flood database development, flood model development and an overseas aid programme. I also demonstrated that current methods of using depth of inundation only for assessing residential flood losses are inadequate, with my paper confirming the need to also consider the combined effects of velocity and water depth. I have also been recognised as a leader in natural hazard risk analysis, having received an invitation to present on creating safer communities at a meeting of the Prime Minister, Federal Cabinet and all Mayors.

#### Management

I managed the NFRAG, liaising regularly with the co-secretariat and other relevant national committees; communicating important information to the Group's Chair and other committee members. I instigated the publication of an article and a workshop on flood risk management in Australia by NFRAG; overseeing the development of both. I negotiated and managed the input of reviewers into four national flood manuals being redeveloped by NFRAG. My management of highly complex stakeholder relationships and national projects has ensured significant progress towards developing nationally consistent flood risk management best practice.

#### Client interaction

I identified the need to review the Australian Flood Studies Database. I engaged the support of key groups, most notably NFRAG in reviewing the draft survey questions, and the Floodplain Management Authorities in promoting the survey. I researched the needs of a broad client base, and using this research developed recommendations for 2009-2010 implementation. My work has ensured not only continued maintenance of the database for clients, but also the development of tools to enable the database to be updated by external clients.

#### Corporate contribution

I maintained and enhanced GA's flood and committee web pages. I shared my corporate knowledge and flood expertise with team members and the wider organisation and pushed for greater knowledge sharing, for example, the broader dissemination of the weekly dot points. I enthusiastically became involved in new activities, most notably outlining gaps and developing options to support the Philippines Government to better assess flood hazard and risk.

#### Learning and development

I've furthered my technical expertise visiting experts in the UK and Germany and through participating in the European flood risk conference. While overseas, I identified opportunities for collaboration with RIAG and shared this information with the Group on my return. My organisation of the ANUGA workshop enabled me to gain exposure in ANUGA, gain experience chairing an international workshop, in addition to providing a learning experience for others. I've also increased my self awareness through participation in a number of professional network forums at the Australian Institute of Management.

## Nominated Manager's Comments

In her first year as a substantive Level 5 employee, Miriam has consistently met or exceeded commitments set out in the work plan. All outputs have been timely and of high quality.

The leadership and client interaction that Miriam has shown in regard to influencing the development and direction of NFRAG is exemplary. This body has made some significant gains this year including developing guidelines on flood risk management in Australia, clarifying the roles and responsibilities of each of the states in community safety, the publication of a number of national flood manuals, and the leading of a workshop on flood risk management in Australia.

Miriam's role in organising and chairing the Second ANUGA meeting in September 2008 has led to identified recommendations funded for implementation in 2009/2010 that will firmly establish ANUGA as a flood modelling tool supported by a range of stake holders.

The continued initiative in testing, reviewing and developing the flood studies database is a testimony to Miriam's initiative, personal commitment and excellent skills in stakeholder involvement. Miriam only committed to the further development of this database after the review clearly indicated that an update would be welcomed by stakeholders.

Miriam has also published her work, promoting it in the international arena. Her development of options for assessing flood hazard and risk in the Philippines will help the relevant agency define their priorities.

The role as Miriam's nominated manager over the past two years has been very enjoyable and educational for me and has helped the ANUGA project engage further with the appropriate stake holders.

I support a pay point increase.

## End of Cycle Rating

### Key Performance Area

1. Achievement of Outputs/Results
2. Leadership
3. Management
4. Client Interaction
5. Corporate Contribution
6. Learning & Development

### Rating (Highly Effective; Effective; Unsatisfactory)

H  
H  
E  
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E

### High performance: ☒

The employee's overall contribution exceeds expectations and performance requirements of their current role and Level and results in a visible, value adding impact on directions/operations/service delivery/knowledge in the individual's area of responsibility.

### Effective performance: ☐

The employee performs consistently well and meets the expectations and performance requirements of the job. The employee may have made some contributions exceeding performance requirements of the job. This means your nominated manager has identified **at least all of the key performance areas as effective**, therefore your overall rating will be effective because your work performance has met the work level standards required for effective performance at your level.

### Unsatisfactory performance: ☐

The employee does not meet the expectations and performance requirements of the job and has not improved performance in response to feedback. This means your nominated manager has identified the rating of **unsatisfactory against one or more of the key performance areas** therefore your overall rating

will be unsatisfactory because your work performance has not met the work level standards required for effective performance at your level.

**Note:**

If the overall performance rating is Unsatisfactory, ensure there is an appropriate plan in place supporting the employee to achieve effective performance in an identified timeframe and in line with the performance management process outlined in the Certified Agreement.

**Your Signature:**

M. Mydel

**Date:** 12/6/09

**Nominated Manager's Signature:**

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**Date:** 12/6/9