

## APPENDIX A. GOOD PRACTICE IN PERFORMANCE MANAGEMENT

A performance management process should include:

- clarity and focus on the expectations of employees;
- a demonstration of accountability;
- constructive and timely feedback;
- access to professional growth and development opportunities; and
- decisions and actions that are impartial, transparent and capable of review.

### 1. PERFORMANCE MANAGEMENT PLANNING

The line manager and employee should develop a performance management plan (PMP) that contains goals, performance indicators, timeframes and agreed support that links to school or Departmental priorities.

The line manager should:

- know and clearly outline the skills, knowledge, and expectations required of the employee in performing the role;
- develop goals within the PMP that are specific, measurable, realistic and achievable within the timeframe;
- inform new employees of the Department's performance management practices as part of their induction into the work area;
- use formal and informal performance management strategies;
- consider the frequency of performance management meetings;
- review any previous PMPs to inform the performance management process;
- identify and address any issues that impact on the employee undertaking their role and responsibilities;
- identify and provide access to professional learning that may assist the employee to achieve goals and outcomes outlined in the PMP;
- assist the employee in accessing resources in the Department or those available from external providers;
- where possible, identify ways the employee's role might be enhanced for greater job satisfaction or support of professional growth;
- provide the employee constructive and timely feedback on their performance; and
- actively address performance concerns as they arise.

The employee should:

- understand their role and responsibilities;
- reflect on and self-assess their performance in the delivery of the position's requirements;
- provide evidence of their performance in relation to their job requirements and to workplace operational priorities;
- strive to attain and sustain performance to a satisfactory level; and
- consider professional learning relevant to their current role and career aspirations.

### 2. SUPPORT

As part of implementing the PMP, the line manager should:

- schedule meeting/s to monitor the employee's progress against the PMP; and
- provide support and regular and timely feedback on an employee's performance.

As part of teachers' performance management feedback, principals (or their nominees) are required to conduct classroom observations.

Observation and feedback provided to teachers from peers is highly recommended.

### **3. PERFORMANCE MANAGEMENT REVIEW**

The purpose of the review is to enable constructive, open and honest discussion on the achievement of outcomes in an employee's PMP. The review information can form the basis for career development and future performance management discussions.

An employee should provide evidence of their performance in the achievement of outcomes and goals contained in the PMP.

The line manager should:

- provide feedback and an evaluation of the employee's performance against the PMP; and
- be responsible and accountable for identifying and addressing any areas of serious concern.

Performance feedback should be capable of identifying a range of performance from excellent to unsatisfactory.