



NMHS POLICY

Performance Development

Scope (Staff):	All staff of North Metropolitan Health Service (NMHS)
Scope (Area):	All Areas of NMHS

1. Aim

The aim of performance development is to develop, maintain and improve employee skills, knowledge and job performance in order to achieve individual career goals as well as North Metropolitan Health Service (NMHS) organisational goals and strategic objectives. Performance development is an integral part of the manager / employee relationship and supports the achievement of employee potential and the work-related requirements of the position and the strategic objectives of NMHS.

2. Background

Effective implementation of performance development can assist an employee in achieving their potential, enhance employee engagement and retention, develop the knowledge and experience of the workforce and assist with succession management by providing:

- An opportunity for all employees to understand what is expected of them, and how the successful achievement of their role and responsibilities contributes to the overall success of NMHS.
- An opportunity for employees to receive feedback, support and encouragement on work performance and behaviour.
- An opportunity for employees to communicate supervisory needs and concerns, request support and discuss career opportunities.
- A mechanism of identifying and implementing personal and workforce development needs, goals and interests.

Performance development is an ongoing process which supports the achievement of NMHS business objectives and assists employees to achieve their potential through an individualised planning and review process.

The [National Safety and Quality Health Service Standards](#) require that *the health service organisation has valid and reliable performance review processes that:*

- a) Require members of the workforce to regularly take part in a review of their performance*
- b) Identify needs for training and development in safety and quality*
- c) Incorporate information on training requirements into the organisation's training system*

3. Risk

If this policy is not complied with, the organisation and its accountable officers could be exposed to the industrial and reputational risk of non-compliance, and it would also likely impact organisational performance and employee engagement and productivity. The risk of non-compliance with the Standards can lead to losing accreditation needed to operate.

4. Definitions

Performance Development	The process to develop, maintain and improve employee skills, knowledge and job performance in order to achieve individual career goals as well as organisational goals and strategic objectives.
--------------------------------	---

5. Principles

Public Sector Commission's Performance Management Standard

Under the Performance Management Standard, the minimum standard of merit, equity and probity is met for performance management if:

- An employee is informed of how their performance will be managed and the results of their performance assessment,
- A proper assessment of the employee's performance takes into account both the work-related requirements of the job and identified employee interests; and
- Processes, decisions and actions are impartial, transparent and capable of review.

Refer to the [Public Sector Commission's Performance Management Standard](#).

The performance development process is subject to the breach of Standard procedure.

Refer to the [Public Sector Management \(Breaches of Public Sector Standards\) Regulations 2005](#).

In accordance with the [Public Sector Standard in Human Resource Management – Performance Management](#), the performance development and review process must be documented and capable of review.

The performance development process should not be used to manage matters of unsatisfactory or substandard performance. Unsatisfactory or Substandard performance must be managed using the [Managing Unsatisfactory and Substandard Performance Policy MP0041/16](#).

National Safety and Quality Health Service Standards

The National Safety and Quality Health Service (NSQHS) Standards are compulsory for the majority of public and private healthcare organisations including NMHS. Under the NSQHS Standards, Performance Development falls within the scope of Standard 1: Clinical Governance.

NMHS Principles of Performance Development (PD)

In addition to the requirements of the standard, to further support integrity, consistency, business goals and employee interests and potential, all PD processes undertaken in NMHS must align with the following principles:

- Focus employees' efforts on strategically aligned work, business plans and values that drive high performance and better patient outcomes and enable employees to realise potential through development. Explain how the employee's work and deliverables contribute to NMHS' vision and Strategic Programs.
- Move from a single conversation once a year towards regular feedback and focus on ongoing development. The intent of the PD framework is not to be just a single conversation each year but to establish a best practice focus on regular constructive conversations, reviewing progress toward objectives, providing continuous feedback and coaching, and recognising and rewarding good performance and positive behaviours throughout the year.
- PD process should include a discussion on:
 - How the NMHS values are being demonstrated at work.
 - Recognition of key achievements of the preceding year.
 - Key objectives and deliverables for current year with alignment to NMHS Strategic Intent
 - Learning and development – mandatory training compliance and professional development needs (in terms of professional development, a 70:20:10 approach is recommended, with 70% being on the job training, 20% being coaching/mentoring and 10% being formal training).
 - Leave plans for the year.
 - Career aspirations (*opt in component if an employee would like to discuss this).

The employee performance development process is the collective responsibility of the employee and their manager/supervisor.

Methods / Tools

Heads of Departments / Managers / supervisors may select a performance development and review tool that best meets the needs of their service/occupation specific needs.

Employees must be informed about how their performance will be assessed and recorded. Once a method is adopted, it must be applied consistently to that occupational group.

For those areas/occupations that don't have their own PD tool, NMHS has developed a [Sample - Performance Development Plan Template](#). However varying methods / tools can be used, in consultation with Human Resource (HR), to assess and develop performance, depending on the specific needs of employees or occupational groups. Whatever methods are used, they should meet the overarching PD principles and be capable of identifying levels of performance appropriate to the role.

Staff are to contact HR for advice and guidance on existing performance development tools, training programs and other occupational specific tools under consideration.

Record Keeping

A copy of documentation relating to the Performance Development should be retained by both the manager and the employee. The manager is required to retain their copy in a secure and confidential location within the Department / Service. Human Resource records should be maintained and disposed of according to the [State Records Office General Disposal Authority for State Government Information](#).

The manager is also responsible for ensuring that the PD Review compliance is recorded in the Human Resource Information System, using either Lattice or Alesco.

Confidentiality

Appropriate confidentiality must be observed when performance development sessions are conducted.

"Private & Confidential" to be indicated on front cover of the performance development document in use.

Information produced during the performance development process must be kept in trust and divulged only to those with a need to know, with due regard to the requirements of the [Freedom of Information Act 1992](#).

The documents contain confidential information and should be stored securely. If an employee transfers to a different work location the documents are to be transferred securely to the employee's new line manager.

6. Roles and Responsibilities

NMHS Heads of Departments / Managers / Supervisors

Heads of Departments / Managers / Supervisors will be responsible for:

- ensuring that performance development and review occurs for each NMHS employee on at least an annual basis.
- planning and conducting performance development/planning and performance review meetings (except for nurses and midwives, unless they initiate the meeting).

-
- ensuring performance development processes and subsequent provision of training and development opportunities are applied in an equitable manner.
 - implementing additional / more regular intervention / support / review meetings where an employee is demonstrating a need for improvement / development. For employees who are assessed as requiring further development / support, Heads of Departments / Managers / Supervisors are to establish with the employee the frequency / regularity of the reviews.
 - initiating a PD discussion within 3 months of commencing employment.
 - ensuring that PD Review compliance is recorded in the Human Resource Information System, using either Lattice or Alesco.

Managers are encouraged to contact their HR Consultant for advice and guidance on existing PD tools, training programs and other occupational specific tools.

NMHS Employees

It is the responsibility of each NMHS employee to:

- Actively participate and contribute to the performance development process.
- Contribute ideas for their development needs, career progression and development opportunities,
- Take ownership to achieve agreed individual performance development objectives as discussed and approved by the manager.
- Behave in accordance with NMHS values.

Nurses and Midwives

The Performance Review process for Nursing and Midwives is slightly different to the whole of NMHS process. The National Safety and Quality Health Service Standards requires health service organisations to have a valid and reliable Performance Review Process in place to ensure all nurses and midwives regularly take part in a review of their performance.

The process of performance review and development supports safety and quality by developing skills, knowledge and identifying needs for training and development

The Performance Review Process should be led by the individual nurse or midwife and undertaken in a positive, collaborative, confidential and non-threatening manner which is free of bullying.

The core requirements of the Nursing and Midwives Performance Review Process must include:

1. A Continuing Professional Development /Mandatory Training Record including Clinical Competencies;
2. A review of an individual's performance; and
3. Regular review aligned with core requirements.

A nurse or midwife at their discretion may request a meeting for their performance review but a meeting is not mandatory. Similarly, a manager may request a meeting to discuss a performance review but attendance is not mandatory.

7. Compliance Monitoring and Legislative Obligations

Compliance monitoring

Each NMHS site or service Executive Director is to ensure compliance with this policy.

Compliance with this policy will be measured through the Public Sector Commission's annual Entity Survey, review of breach claims against the Public Sector Commission's Performance Management Standard, and any grievances relating to Performance Development.

Legislative obligations

There are no legislative obligations relating to this policy for which a statutory penalty is imposed for a breach.

Related internal policies, procedures and guidelines (if required)

[WA Health Employee Grievance Resolution Policy](#)

[Managing Unsatisfactory and Substandard Performance Policy MP0041/16.](#)

[NMHS Guidelines for Resolving Employee Grievances](#)

[NMHS Authorisation Schedule](#)

References (if required)

Legislation

[Equal Opportunity Act 1984](#)

[Freedom of Information Act 1992](#)

[Public Sector Management Act 1994](#)

[Occupational Safety and Health Act 1984](#)

[State Records Act 2000](#)

[Public Sector Management \(Breaches of Public Sector Standards\) Regulations 2005](#)

Standards

[Public Sector Standards in Human Resource Management – Performance Management](#)

Others

SRO [General Disposal Authority for Human Resources Management Records RD 2012004, 2012](#)

[Relevant Industrial Award / Agreement](#)

Useful resources (including related forms) (if required)

[Performance Development Sample Template \(for areas that don't have their own\)](#)

[Performance Review Principles for Nurses & Midwives](#)

[Nursing Performance Development Review Flowchart](#)

Sponsor	Executive Director Business and Performance				
Policy	Manager Workforce Planning				
First Issued:	September 2006	Last Reviewed:	30/01/2020	Review Date:	30/01/2023
Approved:	Executive Director Business and Performance			Date:	15/10/2020
Endorsed:	NMHS Area Executive Group			Date:	15/10/2020
NSQHS Standards Applicable:	<input checked="" type="checkbox"/>  Std 1: Clinical Governance <input type="checkbox"/>  Std 2: Partnering with Consumers <input type="checkbox"/>  Std 3: Preventing and Controlling Healthcare Associated Infection <input type="checkbox"/>  Std 4: Medication Safety		<input type="checkbox"/>  Std 5: Comprehensive Care <input type="checkbox"/>  Std 6: Communicating for Safety <input type="checkbox"/>  Std 7: Blood Management <input type="checkbox"/>  Std 8: Recognising and Responding to Acute Deterioration		
National Standards for Mental Health Services	<input type="checkbox"/> Std 1: Rights and Responsibilities <input type="checkbox"/> Std 2: Safety <input type="checkbox"/> Std 3: Consumer and Carer Participation <input checked="" type="checkbox"/> Std 4: Diversity Responsibility <input checked="" type="checkbox"/> Std 5: Promotion and Prevention <input type="checkbox"/> Std 6: Consumers <input checked="" type="checkbox"/> Std 7: Carers <input checked="" type="checkbox"/> Std 8: Governance, leadership and management		<input type="checkbox"/> Std 9: Integration <input type="checkbox"/> Std 10: Delivery of Care <ul style="list-style-type: none"> <input type="checkbox"/> 10.1 Supporting Recovery <input type="checkbox"/> 10.2 Access <input type="checkbox"/> 10.3 Entry <input type="checkbox"/> 10.4 Assessment and Review <input type="checkbox"/> 10.5 Treatment and Support <input type="checkbox"/> 10.6 Exit and Re-entry 		
Printed or personally saved electronic copies of this document are considered uncontrolled					

The health impact upon Aboriginal people have been considered, and where relevant incorporated and appropriately addressed in the development of this health initiative (ISD Record No. 120).

This document can be made available in alternative formats on request for a person with a disability.

© North Metropolitan Health Service 2020

Copyright to this material is vested in the State of Western Australia unless otherwise indicated. Apart from any fair dealing for the purposes of private study, research, criticism or review, as permitted under the provisions of the *Copyright Act 1968*, no part may be reproduced or re-used for any purposes whatsoever without written permission of the State of Western Australia.

