

## EMPLOYMENT INSTRUCTION NUMBER 4

# PERFORMANCE MANAGEMENT

---

---

### 1. SCOPE AND PURPOSE

---

This Employment Instruction sets out the minimum requirements for the development and implementation of performance management systems in agencies. The structure of systems will differ between agencies and will reflect the needs of employees and the respective agencies.

The Office of the Commissioner for Public Employment will provide advice and assistance to agencies on performance management systems on request.

### 2. LEGISLATIVE BASIS

---

Sections 24(f), 24(g) and 28(g) of the *Public Sector Employment and Management Act* (the Act).

### 3. OTHER SOURCES OF INFORMATION

---

The following Employment Instructions should be read in conjunction with this Employment Instruction:

- Employment Instruction Number 5 - Medical Incapacity;
- Employment Instruction Number 6 - Inability to Discharge Duties; and
- Employment Instruction Number 7 - Discipline.

### 4. REPORTING REQUIREMENTS

---

Section 28(g) of the Act requires Chief Executive Officers to report annually on management training and staff development programs within their agencies.

### 5. AGENCY ACTION REQUIRED

---

Chief Executive Officers shall develop and implement performance management systems for their agencies.

## **6. PERFORMANCE MANAGEMENT - OBJECTIVES**

---

Performance management is the process of identifying, evaluating and developing the work performance of employees so that the agency's goals and objectives are more effectively achieved. Effective performance management is designed to enhance performance, identify performance requirements, provide feedback relevant to those requirements and assist with career development.

The primary objectives of performance management are:

- to assist in the achievement of enhanced standards of work performance of an employee or class of employees;
- to assist employees to identify knowledge and skills to perform their job efficiently;
- for employees to work towards defined goals;
- for employees to receive regular feedback on performance; and
- for employees to achieve personal growth through acquiring relevant knowledge and skills and attitudes.

The management of medical incapacity, inability to discharge duties and disciplinary processes are separate from an agency's performance management system and are to be seen as separate.

## **7. PERFORMANCE MANAGEMENT SYSTEMS**

---

Performance management systems are designed to clarify objectives, assist in the management of individual employee performance and plan relevant training and development programs.

Consistent with the primary objectives, performance management should be seen as a totally integrated system of personnel management. Personnel management includes job and work design, job descriptions, selection process, induction, identification of performance requirements, training, effective supervision, performance feedback and counselling.

The following features should be considered by Chief Executive Officers for inclusion in performance management systems:

- an education strategy to ensure supervisors and employees are informed of the agency's performance management system before participating in the program;
- a process that does not disadvantage, devalue or discriminate against any individual on the basis of gender, cultural background or any other attribute not relevant to the workplace;

- a process that ensures complete confidentiality of all documentation associated with the planning and review of any employee's performance (associated documentation should only be available to the employee, the employee's supervisor and the supervisor's manager, and is not to be placed on the employee's personnel file);
- a consistent link between the goals and objectives set for the agency and the employee;
- a clear statement of goals and objectives for each employee at the beginning of each evaluation period and the provision of feedback on individual performance against the set objectives;
- an identification of attitudes, knowledge and skills for effective individual performance and plans for staff to undertake relevant training, education and development programs; and
- timely evaluations which reflect a fair assessment of an employee's performance during the specified period based on the set objectives.

## **8. OTHER MATTERS TO BE CONSIDERED**

---

Many factors may be considered when seeking to enhance performance, such as:

- adequacy of supervision;
- organisational factors such as job definition, job design, induction, adequate evaluation and feedback;
- proper matching of people and jobs (improved selection techniques);
- possession of necessary skills to perform the tasks efficiently;
- interpersonal relationships within the immediate or work related area;
- personal/family circumstances; and
- medical considerations.

A good performance management system will help identify such factors and an integrated approach to personnel management within an agency should provide mechanisms for dealing with them.

## **9. TRAINING REQUIREMENTS**

---

Employees at all levels may require assistance to develop the skills necessary to assist in the effective implementation of all components of performance management systems.

## **10. FURTHER READING**

---

Information Series Papers:

- No. 3 - Giving and Receiving Feedback; and
- No. 10 - Mentoring Within the NT Public Sector.

**D J HAWKES**  
**COMMISSIONER FOR PUBLIC EMPLOYMENT**

7 October 1998