

OFFICIAL

SA Health

Policy

Performance Review and Development

COPY WHEN PRINTED

Version 3.0

Approval date: 14 March 2024

PDS Reference No: D0323



Government
of South Australia

SA Health

1. Name of policy

Performance Review and Development

2. Policy statement

This policy provides the mandatory requirements in relation to the establishment and administration of performance review and development systems across SA Health and outlines the essential requirements of these systems.

This policy aligns with the [Public Sector Act 2009](#) (PS Act) and the [Office of the Commissioner for Public Sector Employment \(OCPSE\) Performance Management and Development Guideline](#).

3. Applicability

This policy applies to all employees of SA Health; that is all employees of the Department for Health and Wellbeing (DHW), Local Health Networks (LHNs) including state-wide services aligned with those Networks and SA Ambulance Service (SAAS).

4. Policy principles

SA Health's approach to performance review and development is underpinned by the following principles:

- > We ensure performance review and development processes align with the strategic priorities of SA Health.
- > We will apply resources and support structures to enact, monitor, maintain, review, evaluate and adapt the performance management and development system and processes.
- > We will optimise the potential of our workforce, support greater productivity and motivate employees to maintain and improve their performance.
- > We will embed a culture of productivity, growth and excellence.

5. Policy requirements

DHW, LHNs, SAAS and Health Services must:

- > Develop a definitive and comprehensive procedural framework reflective of the [OCPSE Performance Management and Development Guideline](#), supporting the implementation of a local performance review and development system in accordance with Mandatory Instruction 1.
- > Establish, administer and maintain local performance review and development systems that reflect the minimum standards stated in the [Direction of the Premier of South Australia– Performance Management and Development](#), including reporting the percentage of performance review and development reviews that have occurred within SA Health to the Commissioner for Public Sector Employment at least biannually.
- > Implement an education strategy to ensure employees and managers have the mindset, skillset and tools to effectively participate in performance review and development discussions.
- > Ensure guidelines and tools are in place to help managers appropriately recognise good performance.
- > Conduct a formal review of existing local performance review and development systems and processes, using the OCPSE audit tool, against the [OCPSE Performance Management and Development Guideline](#), and report accordingly to the Minister for Health and Wellbeing (the Minister) and the Commissioner for Public Sector Employment.

OFFICIAL

Managers must:

- > Ensure performance conversations have a growth focus to optimise employment potential aligned with the knowledge, mindset, skills and competencies required for the achievement of SA Health's priorities and future needs.
- > Anticipate and be responsive to changing environments, performance review and development must involve frequent conversations and feedback, be flexible to shifting priorities, emphasise timely development, and support a collaborative environment.
- > Ensure strategic plans, operational plans, and standards about behaviour and competencies are articulated and included in performance review and development discussions.
- > Use the biannual performance and development review as a valid process for communicating employee performance expectations and maintaining ongoing performance conversations.
- > Ensure resources and opportunities for development as per the individual performance plans are made available in a timely manner.
- > Where the employee is on a temporary contract that expires within the next six months, use the performance review and development process to discuss employment prospects beyond the contract term, which may include conversion to ongoing where appropriate.
 - o Where converting to ongoing via Chief Executive (delegate) approval, managers must ensure all information is complete and approved by the local Human Resource unit and consideration given to any work injured or unattached employees as a priority placement.

Employees must:

- > Have a clear understanding of the expectations and relevance of their role to the operational and/or strategic priorities of SA Health and the South Australian Government.
- > Participate in local performance review and development processes and relevant training requirements.

6. Mandatory related documents

- > [Code of Ethics for the South Australian Public Sector](#)
- > [Direction of the Premier of South Australia - Performance Management and Development - 2016](#)
- > [Fair Work Act 1994 \(SA\)](#)
- > [Guideline of the Commissioner for Public Sector Employment - Performance Management and Development.](#)
- > [Health Care Act 2008 \(SA\)](#)
- > [PC 29 – Guidelines for the Chief Executive Performance Appraisal Process](#)
- > [Public Sector Act 2009 \(Sections 8 and 10\)](#)

7. Supporting documents

- > [Office of the Commissioner for Public Sector Employment – Performance Management](#)
- > [Office of the Commissioner for Public Sector Employment – Unsatisfactory Performance Management Guideline](#)
- > [Office of the Commissioner for Public Sector Employment – Performance Management and Development Agency Audit Tool](#)
- > [SA Health Performance Review and Development](#)

8. Definitions

- > **Employee** means a person employed for remuneration under a contract of employment and includes casual, fixed-term contract, temporary and ongoing employees.
- > **Performance agreement/plan** means an agreement between an employee and line manager/supervisor that set out key tasks, priorities and agreed measures for the performance period, in addition to documented learning and development goals and plan. This may include key competencies and behaviours.
- > **Performance review and development system** means the design and decision-making functions, relevant professional capabilities, administration, and resources allocated to enact, monitor, maintain, review and adapt the performance review and development process.
- > **Performance management/review and development process** means a process or processes within the Performance Review and Development system to aid the functional responsibility of line managers, team leaders or supervisors to ensure that employees' activities, outputs and development are in line with the organisational goals.
- > **Performance management/review and development** means formal reviews of employee performance and development that occur at least biannually where the conversation is planned, structured and documented.

9. Compliance

This policy is binding on those to whom it applies or relates. Implementation at a local level may be subject to audit/assessment. The Domain Custodian must work towards the establishment of systems which demonstrate compliance with this policy in accordance with the requirements of the [Risk Management, Integrated Compliance and Internal Audit Policy](#).

Any instance of non-compliance with this Policy must be reported to the Domain Custodian for the Employment, Work Health and Safety Policy Domain and the Domain Custodian for the Risk, Compliance and Audit Policy Domain.

10. Document ownership

Policy owner: Domain Custodian for the Employment, Work Health and Safety Policy Domain

Title: Performance Review and Development Policy

Objective reference number: A5515453

Review date: 14 March 2027

Contact for enquiries: [Health:Workforce Services Policy](#)

11. Document history

Version	Date approved	Approved by	Amendment notes
3.0	14/03/2024	DCE, Corporate Services	Update to align template with Policy Framework
2.0	31/01/2022	DCE, Department for Health and Wellbeing	Review consistent with Premiers' Directions and CPSE Guideline and transfer to new template.
1.5	12/10/2017	ED, People and Culture	Formally review as per schedule timeline for review.
1.4	01/12/2014	Group Director Workforce	Reviewed after brand consultation
1.3	01/08/2013	Group Director Workforce	Minor updates
1.2	01/02/2013	Group Director Workforce	Reviewed after consultation

OFFICIAL

1.1	01/11/2012	Group Director Workforce	Reformatted
1.0	01/05/2009	Portfolio Executive	Original version

12. Appendices

1. Mandatory Instruction: Implementation of Performance Review and Development Systems

INFORMAL COPY WHEN PRINTED

Appendix 1: Implementation of Performance Review and Development Systems Mandatory Instruction

DHW, LHNs, SAAS and Health Services must establish and maintain local Performance Review and Development processes which meet the following requirements:

- > Have well prepared, informed, consistent, accountable and active support by the Chief Executive (Officer) and senior management of the implementation of a local performance review and development system.
- > Guide and inform the participation of all employees.
- > Align with accepted contemporary human resource practices for people management, and strategies that support consistent and effective workplace performance and behaviours.
- > Encourage employee engagement in their work and in their development.
- > Reflect the requirements for credentialing and registration be consistent with professional standards or competencies and other practices that support the monitoring, safety, and promotion of quality health care.
- > Promote and support the implementation of safe systems of work.
- > Facilitate opportunities to ensure employees obtain the skills, abilities and competence to enable health services and SA Health to provide safe and high-quality services.
- > Link with Job Planning for Senior Medical Officers (including Consultants, Clinical Academics, Senior Medical Practitioners, and Visiting Medical Specialists).
- > Promote, align and support the ongoing performance of employees by ensuring:
 - o Line managers and employees participate in performance review and development processes.
 - o Responsibilities for performance reviews are appropriately delegated.
 - o Outcomes of the local performance review and development process(es) are reported through to the Chief Executive Officers/Chief Executive as required.
 - o Performance review and development processes are conducted in an ethical manner with appropriate confidentiality.
 - o Employees receive appropriate guidance, support and encouragement to achieve performance outcomes.