SESLHD PROCEDURE COVER SHEET

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SUMMARY	This procedure outlines process for employees and their people leaders to record performance and career development goals and capture performance information to support performance, development and talent conversations.

Feedback about this document can be sent to SESLHD-Policy@health.nsw.gov.au

1. POLICY STATEMENT

The primary objective of this procedure is to guide people leaders and team members in how to develop and record performance and development goals and capture performance information to support performance review conversations.

2. BACKGROUND

South Eastern Sydney Local Health District (SESLHD) is committed to building and maintaining a high-performance culture. The District's success in achieving its collective goals and strategies relies on employees being individually accountable, empowered and motivated. We can support our people to do their best work by providing:

- Clear performance goals and an understanding of what is expected of them
- Fair, regular and timely feedback about how they are currently performing and how they can continue to develop
- Positions which support our strategy of *'Exceptional care, healthier lives'*
- Opportunities to develop their capabilities and their careers
- Recognition for meeting the expectations of the role

All people leaders and team members are required to participate in the Annual Performance and Development cycle. The framework and process is built on the fundamental requirements of the [NSW Health Policy Directive PD2023_043 - Leading Performance, Development and Talent Management,](#) and [The National Safety and Quality Health Service (NSQHS) Standards](#).

This procedure applies to all employees with the exceptions of Health Service Executives, independent contractors, agency staff, students, volunteers, external researchers, staff specialists, medical officers, JMO's, VMO's, HMO's and clinical academics, who participate in alternative performance review processes.

3.   DEFINITIONS

Capabilities are the knowledge, skills and abilities that must be demonstrated in order for an employee to perform their position effectively.

Core Requirements and Essential Elements are the mandatory aspects of the NSW Public Sector Performance Development Framework. The essential elements describe behaviours and organisational approaches necessary for achieving outcomes. They articulate expectations of employees, people managers and the organisation, recognising there is shared responsibility for driving high performance.

Development/Career Goals are related to capabilities that an employee will develop and enhance over the next 12 months and beyond. They may relate to the employee's current position, and/or contribute to their future career aspirations.

Goals are statements that provide direction by clearly stating expectations and requirements of a role.

Performance and Talent (PAT) is the NSW Health electronic system which supports the recording of performance goals, development goals, employee progress/achievements and performance reviews. The PAT system also supports talent identification, talent development, as well as career/succession planning.

Performance Development Framework is established by the NSW Premier's Department and sets the approach for managing all aspects of employee performance in the NSW public sector. The Framework contains the core requirements and essential elements which all public sector agency performance management systems must meet.

Performance and Development Cycle is the ongoing annual cycle for managing and developing employee performance. This includes setting goals, performing and developing according to those goals, the provision of ongoing formal/informal feedback and then engaging in an annual discussion to review and assess the performance and development results.

Performance Development Review is the mandatory annual meeting, recorded in PAT using an 'Anytime Document', which contains feedback, supporting information and an assessment of an employee's performance against their objectives and development goals for the past 12 months.

Position Description is the document that outlines the key responsibilities, duties, qualifications, and requirements of your job or role within SESLHD.

Performance Goals are projects/outputs/activities that an employee is expected to deliver within the scope of their current position over the next 12 months. They are usually related to broader team goals and/or SESLHD's strategic direction.

Unsatisfactory performance is where an employee does not perform their duties to the standards set by their Position Description. Unsatisfactory performance should be managed in accordance with SESLHDPR/379 - Resolving Unsatisfactory Performance, in consultation with Human Resources Business Partners.

4.   RESPONSIBILITIES

4.1   Employees will:

- Be responsible for their own performance, meet expectations and achieve their performance and development goals
- Actively participate in all aspects of performance development, including openly receiving feedback and providing open, honest and respectful feedback to their people leader
- Raise any concerns about their performance with their people leader and proactively seek development and/or support to overcome barriers/obstacles
- Maintain responsibility for personal and professional development by participating in training/education activities and applying new skills and knowledge where appropriate
- Maintain confidentiality of all performance development related discussions and records
- Utilise the Performance and Talent (PAT) system to record performance and career development goals and document performance reviews.

4.2   People leaders will:

- Gain the requisite knowledge, skills and abilities to effectively implement and maintain the Performance Development Cycle
- Actively support the implementation of performance development for themselves and new employees and ensure its ongoing utilisation
- Clarify what is expected of employees and set clear performance goals with their team members, which are aligned to the broader clinical plan/business unit and SESLHD strategy
- Review and update employees' Position Descriptions when there has been a significant change to the position (in consultation with your local Human Resources Business Partner)
- Formulate a Performance Development Plan, have regular (e.g. quarterly) Performance Development check-in meetings and conduct a full Performance Development Review with all employees they manage on an annual basis as a minimum
- Monitor the performance of employees they manage and provide regular and ongoing feedback
- Support employees to develop and achieve their performance and development goals
- Reward and reinforce performance expectations
- Address and resolve unsatisfactory performance in a timely manner
- Seek support from Human Resources Business Partners when required
- Coach and mentor people leaders reporting to them to implement Performance Development Plans for employees they manage
- Ensure appropriate confidentiality of all performance development related discussions and documentation
- Utilise the Performance and Talent (PAT) system to record performance and career development goals and document performance reviews.

4.3   People and Culture Directorate will:

- Provide advice, information, coaching and training to people leaders to assist them to implement and maintain the Performance Development Cycle
- When requested, provide reportage and information to support management and organisational compliance with this procedure.

4.4   General Managers/Directors will:

- Enable employees across their facilities/services/directorates to participate in the Performance Development Cycle
- Support all people leaders/supervisors to attend training
- Monitor and evaluate participation in the Performance Development Cycle
- Drive the participation in performance development by providing direction, advice and assisting employees to overcome barriers against higher performance.

5.   PERFORMANCE DEVELOPMENT

5.1   Performance and Development Toolkit

This extensive Toolkit contains a wide range of tools and resources and can be accessed via the SESLHD intranet. People leaders and employees are encouraged to use the resources available on the SESLHD PAT Intranet Page.

5.2 Mandatory Requirements

The [NSW Health Policy Directive PD2023_043 - Leading Performance, Development and Talent Management](#) and [NSW Public Sector Performance Development Framework](#) requires that all performance management systems in the NSW government sector must contain the following seven (7) core components and nineteen (19) essential elements:

Component	Essential Elements
Set and clarify expectations for employees A collaborative process to establish expectations and clarify performance objectives that align with the organisation's direction.	• Mechanisms are in place to build employee awareness of, and adherence to, sector values and standards of ethical behaviour. • Managers work with employees to clarify performance objectives, discuss the requirements and capabilities of the role, identify any concerns meeting objectives and establish how performance will be measured. • Measurable performance objectives and expectations are appropriately recorded to promote accountability. • Employee objectives are aligned with the organisation's direction and support the delivery of business outcomes. • Employees and managers work together to establish shared expectations on the frequency and ways in which feedback will be provided.
Guide and review employee performance The regular practice of managers and employees providing and receiving meaningful feedback to guide performance, review progress and align performance objectives with organisational needs and priorities.	• Managers regularly engage employees in open, honest conversations and provide constructive, ongoing performance feedback. • Managers invite suggestions and feedback from team members and work to create an inclusive environment where diverse perspectives are valued. • Employees and managers jointly review performance objectives and adjustments are made as required to maintain alignment with organisational needs and priorities. • Overall assessment of performance is made against objectives and capabilities by managers and scheduled reviews with employees are held during the review period.
Develop employee capability Recurring initiatives to engage employees in working proactively with managers to identify and plan for their own capability development.	• Employees work collaboratively with managers to identify development goals and targeted capability development options for both current and future roles. • Employees are encouraged to work proactively with managers to plan for their own development, assess progress and maximise opportunities to develop capability strengths and close gaps.
Recognise employee achievements Organisational practices to encourage appropriate ways of recognising the achievements of employees and teams.	• The organisation has support mechanisms in place for managers to select appropriate ways of recognising team and employee achievements. • Employees are encouraged to celebrate team efforts and give recognition to the achievement of others.
Improve employee performance Actions to identify and support the emerging performance improvement needs of employees.	• If there are instances where employee performance is below the standard required for the role, managers and employees proactively identify the issue/s, share targeted feedback and re-examine expectations. • Employees proactively share issues that may impact their performance and are provided with support to address the issues.

Component	Essential Elements
	• Employees participate in actions towards improving performance.
Resolve unsatisfactory employee performance Efforts are made to determine and address unsatisfactory performance.	• Managers and the organisation work promptly with the employee to determine and resolve patterns of unsatisfactory performance.
Evaluate and strengthen practices Organisational mechanisms are in place to support, monitor and evaluate the effectiveness of performance systems and practices.	• The organisation has approaches in place to measure the effectiveness and impact of its managers, identify trends and inform ongoing investment to support effective performance practices. • The organisation has established methods to enable use of performance information as an input for other workforce management processes. • Organisational expectations of performance outcomes are clearly communicated, monitored and evaluated to support ongoing achievement and improvement.

Reference: Table 1 from NSW Health Policy Directive PD2023_043 – Leading Performance, Development and Talent Management.

6.   PERFORMANCE AND DEVELOPMENT CYCLE

The **Performance Development Cycle** is the ongoing annual cycle for managing and developing employee performance and includes setting of expectations, ongoing monitoring, providing timely feedback and recognition, supported by regular review meetings; and the mandatory annual **Performance Development Review** meeting completed every year for all employees**.**

The purpose of regular review meetings is to provide ongoing feedback and direction, ensuring the employees performance aligns with team and organisation wide goals on an ongoing basis. The annual **Performance Development Review** meeting is for an employee and their people leader to work together to review the performance and development goals from the previous year, consider areas for improvement/focus for the coming year, and establish new/ongoing performance and development goals for the next 12 months.

A record of the conversation had during a **Performance Development Review** meeting is documented within an Anytime Document recorded in the **Performance & Talent (PAT) system**. In order to prepare for this meeting it is recommended that both the people leader and employee access the resources available at: SESLHD PAT Intranet Page

6.1   Performance Development Review Period

The Performance Development Review Period within SESLHD is 12 months for all employees. The seven (7) requirements detailed in section 5.2 above are streamlined and simplified into the 3 segments of a Performance Review Period: beginning, during and end.

For non-patient facing employees, the Performance Development Review Period is aligned to the financial year (i.e. 1 July to 30 June). For patient facing employees, the Performance Development Review Period is aligned to the employee's anniversary date.

6.1.1 Beginning of the Performance and Development Cycle

People leaders should meet with all team members to discuss the upcoming Performance and Development Period. Where possible it is advisable to meet with the team/s together to complete broader team planning for the upcoming review year, to communicate the expectations for team performance and to provide direction on the next steps for creating the Performance objectives for the year ahead.

People leaders should then meet with each employee individually to discuss their prospective goals for the upcoming performance period including any goals already generated in PAT, ensuring that the employee understands each goal; that the goals relate to their role, the team's objectives and the SESLHD strategy and vision.

The employee will then access the PAT system, reviewing auto-assigned goals, and adding Performance and Development Goals according to the needs of the organisation, the team, the position, and their own development requirements.

Once Performance and Development goals are added by the employee, the people leader receives a notification. The people leader may also access the PAT system to add, edit or cascade goals for the team/employee as needed.

Once added into the PAT system, the Performance and Development goals for the year are active.

For new employees, performance and development goals should be discussed and recorded in the PAT system within 3 months of their commencement.

The line manager will also need to add the performance review data in Stafflink MSS which will report that the new employee has a current performance plan in place.

Once the 12 month Performance and Development Review (Anytime Document) is completed in PAT, this will automatically mark as complete in Stafflink MSS.

To assist with successfully having these conversations and using the PAT system to record performance and career/development goals and set SMART goals, people leaders and employees are encouraged to use the resources available at: SESLHD PAT Intranet Page.

6.1.2 During the Performance and Development Period

People leaders are expected to create a feedback culture within their teams. This is achieved by providing regular and ongoing feedback to team members throughout the Performance and Development Period. Ongoing feedback should be an accurate mix of meaningful recognition, reinforcement and reward for performance that meets/exceeds expectations and constructive feedback and coaching where performance concerns occur. By providing meaningful/constructive feedback on a continuing basis it becomes normalised and accepted within the team.

Employees are required to be open and accepting of recognition and/or constructive feedback, to role model performance standards and to actively work with their people leaders to resolve any concerns, and work on their development.

Regular feedback check-in meetings with individual employees are recommended to occur on at least a quarterly basis (i.e. every 3 months) where possible. These meetings should be designed to discuss the goals of the individual/team, any changing priorities and the employees progress with their Performance Development Plan to date. This is a chance for the employee to detail their achievements so far, raise any concerns they have, and ask for additional support/assistance regarding potential barriers to success.

Employees are expected to track their progress within the PAT system against each Performance and Development Goal, adding comments and notes as needed. In addition to the regular check-in feedback meetings each employee should update their people leader on their progress and notify their people leader as soon as any concerns arise. This can be done via the PAT Check-In document available on every staff member's PAT portal.

Where there are changes to the expectations, systems, or position requirements that may arise our of changing roles or changes to the position, during the Performance and Development Period the people leader and employee should discuss these and determine if any adjustments in performance or development goals are required. The employee will then adjust their goals as needed within the PAT system for the people leader's review. This will include if you move roles and have a new manager. If you have multiple assignments, there are several options that can be taken to manage the performance conversations. Options are listed on the [Managing employees with multiple assignments in PAT](#) page in SARA.

To assist with successfully having these conversations including how to provide feedback, recognise and reward performance, people leaders and employees are encouraged to use the resources available at: [SESLHD PAT Intranet Page](#).

6.1.3 Jnl End of the Performance Development Period
People leaders are required to meet with each employee to complete the Annual Performance Development Review at the end of each Performance Period (i.e. in line with the Financial Year or the employee's anniversary date).

Prior to the Annual Performance Development Review meeting employees are required to access the PAT system and generate an Anytime Document. The employee will evaluate their own performance by providing commentary and a rating for each Performance Goal and overall evaluation of their performance (see section 7. Performance Ratings). The employee will also evaluate their progress against their Career/Development goal(s), and upon completion 'submit' their Anytime Document to their people leader. Where appropriate this can be completed by the people leader on the employee's behalf. Once the Anytime Document is submitted within the PAT system the people leader receives a notification to commence the manager review.

The people leader should review the employee's self-evaluation and add their own comments, feedback and provide a rating for each Performance Goal (see section 7. Performance Ratings). Where performance expectations are not met, the people leader should plan to work with the employee to identify why this has occurred and what steps could be taken to address this during the next Performance and Development Period. The people leader should not 'submit' their evaluation until after the annual Performance Development Review meeting has concluded.

During the Performance Development Review meeting the people leader should facilitate a 2 way discussion of the employee's performance and advise/explain the overall rating that the employee has achieved.

After the meeting, the people leader may need to update or finalise the Anytime Document, and should then finally 'submit' the document in the PAT system. This provides a notification to the employee, with a copy containing both their own, and the managers feedback and ratings which had been discussed.

In line with SESLHD's Service Agreement, it is expected that 100% of Performance Development Reviews are submitted via the PAT system

To assist with successfully having the review conversations and with using the PAT system people leaders and employees are encouraged to use the resources available at: SESLHD PAT Intranet Page.

6.2   First Performance and Development Period
Employees who are participating in a Performance and Development Period for the first time (e.g. newly recruited employees or existing employees in a new position, or those who are having a performance review for the first time) should follow the process described in section 6.1.1. Expectations of the role should be discussed within one month of commencing in the position. Within three months of commencement a Performance and Development Plan should be discussed, agreed and recorded within the PAT system. At the end of the current Performance Development Period, a Performance Development Review should be completed. Further Performance Development Reviews will then continue as per section 6.1.

6.3   Mandatory Performance Goals
The following performance goals are mandatory for different groups of employees and must be included in the Performance and Development Plan. Details on how to incorporate these goals can be found in the Managing for Performance.

Toolkit available at: SESLHD PAT Intranet Page.

Mandatory (Auto-assigned) Goals for All Employees are as follows:

Performance Review and Development Plans for all employees must include the following goals relating to CORE Values and Health, Safety and Wellbeing.

- 'Consistently 'lives' the CORE Values of Collaboration, Openness, Respect and Empowerment and contributes positively to the culture by demonstrating the CORE Values in delivering work independently and with others
- All mandatory training assigned has been completed and is up to date
- While at work an employee must:
    - take reasonable care for your own health and safety (psychologically and physically)
    - take reasonable care for the health and safety of others (psychologically and physically)
    - comply with any reasonable instructions, training, policies and procedure given by their employer, business or controller of the workplace.
    - ask if you're not sure how to safely perform the work
    - use personal protective equipment (PPE) in the way you were trained and instructed to use it

- report safety incidents, injuries and unsafe or unhealthy situations to your supervisor, through IIMS+ or to your health and safety advisor within 24 hours
- contribute to a collaborative team culture that fosters an environment that is psychologically and physical safe.

Mandatory (Auto-assigned) Goals for All People leaders are as follows:

Performance Review and Development Plans for all people leaders with a responsibility for managing people must include the following mandatory performance goals relating People Management as well as Health, Safety and Wellbeing:

- All employees in the team have a current performance development plan.
- Performance and career discussions are undertaken quarterly where possible, and performance is supported by regular feedback.
- People leaders and employees maintain an annual leave balance under 30 days as per their anniversary date.
- All employees in the team meet their obligations in relation to maintaining a positive workplace health and safety culture.
- Budget and staffing are managed within allocated resources.
- People leaders are responsible for the carrying out of work in a safe manner in the workplace. Responsibilities include but limited to:
    - making decisions about health and safety that may affect work activities or other people (psychologically and physically)
    - ensuring legal requirements regarding health and safety are met
    - reporting safety incidents, injuries and unsafe or unhealthy situations through IIMS+ and to your health and safety manager within 24 hours
    - actioning safety reports and carrying out workplace inspections within 48 hours of notifications
    - ensuring safe work method statements are completed
    - ensuring safe work practices are carried out and maintained
    - conducting inductions and regular safety briefings
    - participating in incident investigations
    - leading by example and promoting health and safety at every opportunity
    - creating a psychologically and physically safe environment where our people are supported to reach their full potential
    - achieving SESLHD health, safety and wellbeing performance targets for injury prevention, return at work and safety risk management
    - actively demonstrating your commitment to health and safety, and injury prevention, and supporting a safe cultural environment.

7. PERFORMANCE RATINGS
During the Annual Performance Development Review people leaders must assess their employee's performance and assign an individual rating dependent on the employee's achievement/progress for each Performance Goal. Once each of the goals have been assessed and rated the people leader then considers the employee's overall performance for the entire review period and assigns an overall performance rating. Details of the review and the assigned ratings are recorded within the PAT system by the people leader.

Performance Rating Scale

Rating Name	Description
Does not meet expectations	Does not meet performance expectations for all goals. Performance is not at an acceptable level for the role.
Needs Improvement	Still developing in role and needs improvement across some performance goals. A number of performance goals have not been met yet. The employee has met one or some performance goals.
Meets Expectations	Delivers to the performance goals. Consistently meets performance outcomes at a high standard.
Exceeds Expectations	Exceeds on all performance goals. Consistently meets all performance outcomes and exceeds on a number of outcomes. Considered a role model.
Exceptional	Consistently goes above and beyond exceeding all performance expectations. Considered a role model living the values each day and mentoring others to role model the values.

Employees in roles classified under the Health Managers State Award can request to progress within their salary band based on an annual assessment of their performance achieving a rating or either 'Exceeds Expectations' or 'Exceptional'. For detail of this process please refer to SESLHDPR/321 - Progression within the Health Service People Leader Salary Band.

8.   RECORD KEEPING

Records relating to Performance & Talent are to be kept electronically within the PAT system in accordance with the *State Records Act 1998 (NSW)*. The PAT system ensures these records are securely and confidentially maintained.

In accordance with section 15.9.0 Performance Management of State Records General Retention & Disposal Authority; GA28 - Personnel, records relating to the assessment, evaluation and review of an employee's performance are to be retained for a minimum of three (3) years after superseded, then destroyed in accordance with SESLHDPR/220 - Records Management – Destruction of. The PAT system automatically retains performance and talent information for a 3-year period and securely and confidentially disposes of these records following the retention period.

All meetings and documentation are to be treated as confidential.

9.   DOCUMENTATION

Performance Review Development Plans and Performance Development Reviews templates are established within the PAT system and should be recorded electronically within PAT.

Resources and information can be found on the Performance & Talent (PAT) Toolkit available at: SESLHD PAT Intranet Page.

10. AUDIT

Participation in an Annual Performance Development Review process is a mandatory requirement for each employee under Standard 13 (Workforce Planning and Management) of The National Safety and Quality Health Service (NSQHS) Standards and is a KPI in the Service Agreement with NSW Health.

To demonstrate compliance, people leaders are responsible for ensuring all Performance Review and Development Plans and Performance Development Reviews are recorded within the PAT system. Details on how to record these within PAT are outlined in section 8. Recording in PAT, above.

11. REFERENCES

External References
- *State Records Act 1998 (NSW)*
- NSW Health Policy Directive PD2023_043 – Leading Performance, Development and Talent Management
- The National Safety and Quality Health Service (NSQHS) Standards
- NSW Public Sector Performance Development Framework
- Nursing and Midwifery Board of Australia National Competency Standards for the Registered Nurse, Registered Midwife or Enrolled Nurse

Internal References
- SESLHDPR/379 - Resolving Unsatisfactory Performance
- SESLHDPR/270 - Framework for Managing Nursing and Midwifery Staff with Identified Practice Issues
- SESLHDPR/321 - Progression within the Health Service People Leader Salary Band
- SESLHDPR/220 - Records Management – Destruction of

12. VERSION AND APPROVAL HISTORY

Date	Version No.	Author and approval notes
April 2015	1	Application to develop approved by Executive Sponsor and placed on draft for comment page.
June 2015	2	Feedback incorporated and approved by Executive Sponsor. Endorsed by DET on 11.6.15.
November 2020	3	Major review commenced and procedure renamed 'Performance and Talent Procedure' and placed on draft for comment page.
March 2021	3	Final version approved by Executive Sponsor. To be tabled at Corporate Executive Council for approval.
12 June 2025	4.0	Major review. Updates and review completed by the Human Resources, Culture & Capability team. Approved at SESLHD Executive Meeting.