

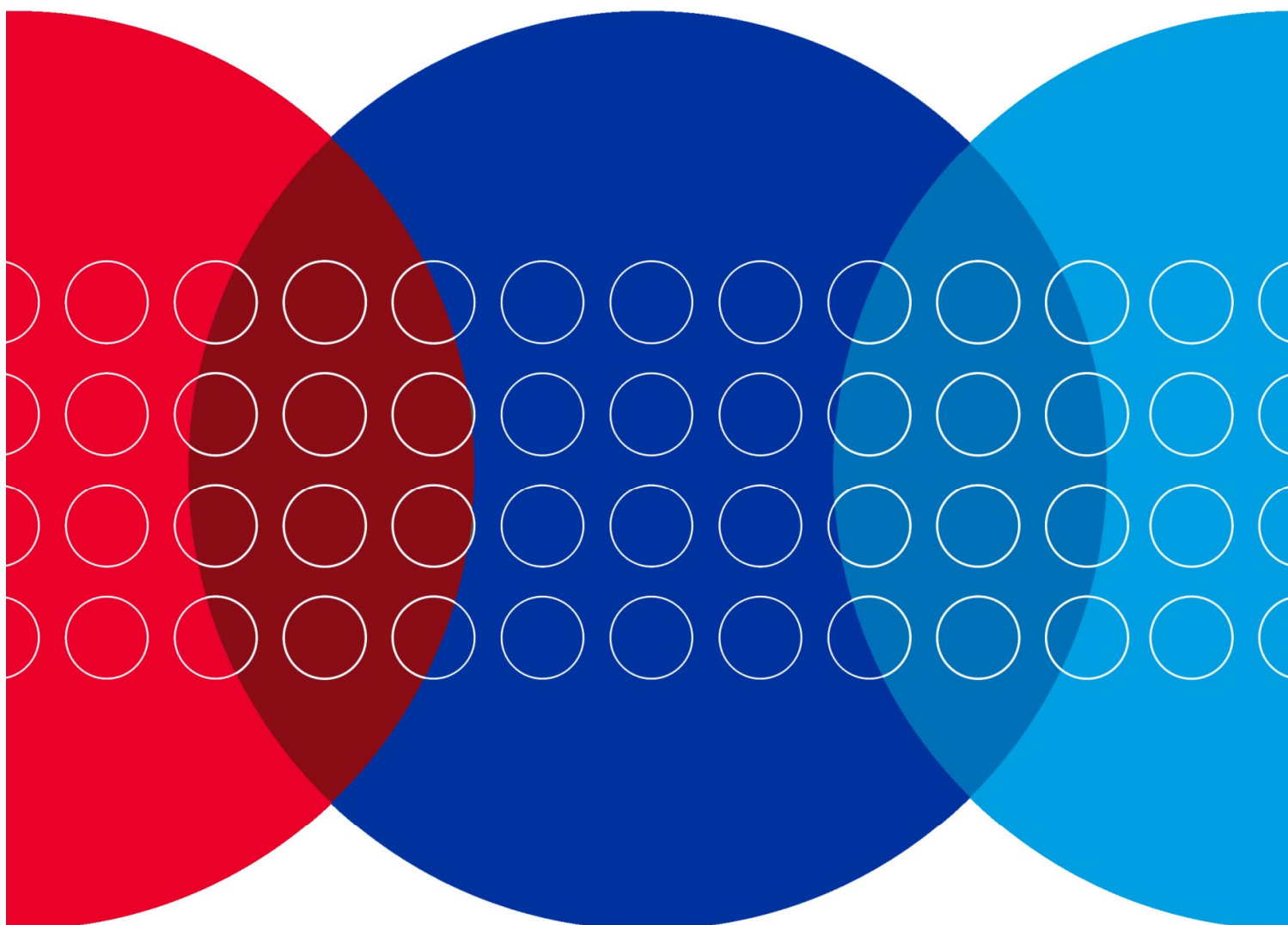


Government  
of South Australia

Office for the Public Sector

# AGENCY AUDIT TOOL:

## PERFORMANCE MANAGEMENT AND DEVELOPMENT



[publicsector.sa.gov.au](http://publicsector.sa.gov.au)

Current at 27 March 2017

## Section 1: Introduction

As the Commissioner, I have responsibility to advance the Objects of the *Public Sector Act 2009* (PS Act) and promoting observance of the public sector principles, in so far as they relate to public sector employment.

Effective performance management and development of South Australian (SA) public sector employees is addressed in various ways by provisions of the PS Act.

Section 4 sets out the Objects of the PS Act. Subparagraphs (b) to (i) are all of direct or incidental relevance to the subject of the performance management and development of employees of public sector agencies, including (e) to make performance management and development a priority in the public sector.

Section 5 of the PS Act sets out the Public Sector Principles. In particular, Subparagraph 5 (Employer of choice) outlines that public sector agencies are to:

- Encourage public sector employees to undertake professional development and to pursue opportunities throughout the public sector
- Set clear objectives for public sector employees and make them known
- Acknowledge employees successes and achievements and address under performance.

Of note, Section 8 of the PS Act (Public sector performance management and development mandates the requirement for all SA public sector agencies to establish and administer effective performance management and development systems:

- (1) Each public sector agency must establish and administer effective performance management and development systems in respect of the employees of the agency.
- (2) Performance management and development must be directed towards advancement of the objects of this Act and observance of the public sector principles and code of conduct.
- (3) Performance management and development must be integrated with the agency's employment practices and inform its employment decisions relating to particular employees.
- (4) Each public sector agency must make information about its performance management and development system available to employees of the agency.

Additionally, Part 3 of the PS Act – Public sector principles and practices, under sub-section 7 – Legal requirements, obliges public sector agencies to properly administer any legislation for which an agency is responsible, which includes the responsibility under the PS Act for effective performance management and development systems. Accountability for this statutory responsibility rests with the chief executive of an agency.

On 5 May 2016, the Premier approved the issuing of a Direction on Performance Management and Development, under Section 10 of the PS Act. The Direction directs chief executives or agency heads of the SA public sector to implement in their agency a performance management and development system that, at a minimum, incorporates:

- Performance management and development reviews with all employees (including executives) at least biannually; and
- Reporting of the percentage of performance management and development reviews that have occurred within the agency, to the Commissioner for Public Sector Employment at least biannually.

The Direction of the Premier: Performance Management and Development references the publication by the Commissioner for Public Sector Employment, a Guideline for the establishment and maintenance of effective performance management and development systems. The Guideline outlines minimum requirements, principles, roles and responsibilities, and best practice components of employee performance management and development systems.

The Guideline was published in December 2016.

All public sector agencies will be required to periodically provide reports of their systems to the Commissioner to enable oversight of performance management systems and processes across the sector.

In line with the *Guideline of the Commissioner for Public Sector Employment: Performance Management and Development*, I have issued this Audit tool for the purpose of public sector agencies undertaking and reporting a review their performance management and development systems.

The first of these reports is required by Thursday 13 April 2017. Section 2 of this document provides an overview of the Audit tool questions. Agency reports should be submitted via [https://www.surveymonkey.com/r/SA\\_publicsector\\_PMD\\_Audit\\_2017](https://www.surveymonkey.com/r/SA_publicsector_PMD_Audit_2017).

Please note: In line with *DPC Circular 29 – Guidelines for the Performance Appraisal of Chief Executives*, completion of this audit report is a key performance indicator for chief executives in 2016-17.

**Erma Ranieri**

**COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT**

**27 March 2017**

## Section 2: Audit Tool

As noted above, the following provides an overview of the Audit tool questions. Agency responses to the following should be provided via:

[https://www.surveymonkey.com/r/SA\\_publicsector\\_PMD\\_Audit\\_2017](https://www.surveymonkey.com/r/SA_publicsector_PMD_Audit_2017).

### A: Agency contact details

1. Agency name:
2. Contact responsible for coordinating agency report
  - a. Name.
  - b. Email
  - c. Contact phone number

### B: Performance management and development system overview

1. Is there a performance management and development system in place within the agency?  
[Yes; No; Don't know; Other]
2. When was the system established? [Date]
3. When was the performance management and development system (including relevant policy, procedure(s) and process) last reviewed? [Date]
  - a. Was the review undertaken by staff internal or external to the agency? [internal staff/ external/Don't know]
  - b. What were the credentials (qualifications and experience) of the persons who undertook the review? [free text]
  - c. Briefly describe the conclusions and outcomes of the review [free text]
  - d. If the review was documented, please attach any reports summarising the conclusions and outcomes of the review. [attachment]
4. When is the next review of the performance management and development system scheduled to occur? [Date]

### C: Leadership and direction

1. Does your performance management and development system and process(es) of your agency align individual employee performance with agency strategic or operational plans? [Yes; No; Don't know; Other]
2. In the design and implementation of your current performance management and development system, did your chief executive or senior leaders:
  - a. Lead or participate in the system design [Yes; No; Don't know; Other]
  - b. Undertake a visible role in promoting the system to employees [Yes; No; Don't know; Other]
  - c. Receive regular reports on employee participation in performance reviews [Yes; No; Don't know; Other]

D: Policy and procedure framework

1. Is there a documented policy and/or procedure(s) for employee performance management and development for your agency? [Yes; No; Don't know; Other]
  - a. If yes, please attach the policy and procedure(s).

E: Performance objectives and standards

1. Do the performance objectives and/or standards included in employee performance agreements for your agency include:
  - a. Work-related requirements or objectives [Yes; No; Don't know; Other]
  - b. Expected standards of behaviour or competency (e.g. link to competency framework) [Yes; No; Don't know; Other]
  - c. Specific objectives for employees with responsibility for the management of staff [Yes; No; Don't know; Other]
  - d. Any mandatory performance objectives [Yes; No; Don't know; Other]
2. Briefly describe the performance assessment/appraisal method [free text]
3. Briefly describe any mechanisms used by the agency to ensure the validity, reliability and acceptability of the performance assessment/appraisal method [free text]

F: Employee review process

1. Does the agency performance management and development process include biannual performance reviews for employees? [Yes; No; Don't know; Other]
2. Does the agency performance management and development process ensure the identification of learning and development needs of employees? [Yes; No; Don't know; Other]
  - a. If yes, does your agency collate and analyse information on employee learning and development needs? [Yes; No; Don't know; Other]
3. Does your agency use an online system to record and report employee participation in performance reviews? [Yes; No; Don't know; Other]
4. Does your agency performance management and development system integrate or interact with agency strategies for talent and succession management? [Yes; No; Don't know; Other]
5. Does your agency collect feedback from employees on their perceptions of the performance management and development process? (E.g. do they feel the process helps them to perform in their roles?) [Yes; No; Don't know; Other]
  - a. If yes, briefly describe the method you use to collect and analyse feedback [free text]

G: Performance management training

1. Has your agency provided employees with training in the past 12 months to participate effectively in the performance management and development process? [Yes; No; Don't know; Other]
2. Briefly describe agency approach to training employees to participate in performance management and development, including target groups, frequency, and training objectives [free text]

H: Development activities

1. Is there a documented policy and/or procedures for the development of employees within the agency? [Yes; No; Don't know; Other]

I: Support mechanisms

1. Who has delegated accountability for the effectiveness of the performance management and development system within your agency? (Please identify positions, designations of person and include relevant qualifications and experience). [free text]
2. What sort of quality assurance measures are in place in your agency to ensure that your performance management and development systems is defensible and meets regulatory requirements? [Free text]

J: Recognition

1. Do you have a recognition strategy and/or system in the agency to appropriately recognise individual and team performance? [Yes; No; Don't know]

K: Next steps

1. Do you plan to modify or establish a new employee performance management and development system within the next 12 months? [New or significantly revised system in development; Minor changes to existing system; Don't know; Other]
2. Do you have any other information or feedback you would like to provide on the approach to employee performance management and development within your agency? [free text]
3. The Office for the Public Sector plans to host a community of practice for HR professionals involved in the design, implementation and maintenance of employee performance management and development systems. Are there priority topics you would like to see covered in the sessions? [Please specify]
4. Do you have any other ideas on how to ensure the effectiveness of performance management and development systems across the SA public sector? [free text]
5. Has your chief executive or agency head reviewed your response to this audit? [Yes; No; Don't know; In progress]