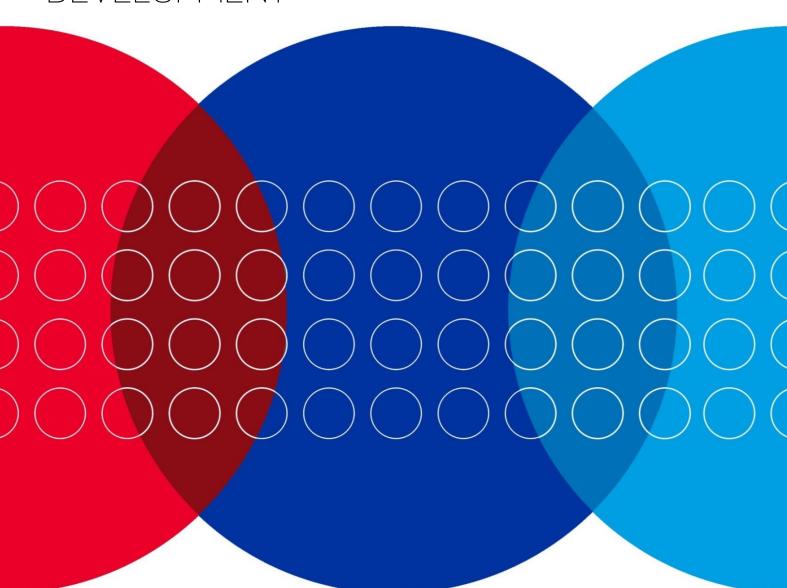# GUIDELINE OF THE COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT:

PERFORMANCE MANAGEMENT AND DEVELOPMENT

Guideline of the Commissioner for Public Sector Employment – Performance Management and Development

Date of Operation   November 2016
Review Date   November 2017

Who is covered by this guideline? This Guideline is intended as a Whole of Government Policy for South Australian public sector agencies as defined by the *Public Sector Act 2009* and may be adopted and applied by individual agencies. For further information, see section 3.2 of this document.

CONTENTS

1. Introduction

A strong public sector is vital to delivering the strategic and economic priorities of the South Australian (SA) Government. These priorities set clear expectations for what the SA public sector does and how we do it.

Our success depends on our capacity to optimise the full potential of the public sector workforce. Performance management and development is fundamental to ensuring that the public sector and its agencies meet community expectations and deliver services effectively and efficiently. At its most effective, it provides the foundation for a culture of productivity, growth and excellence.

Performance management and development is the key management activity that supports positive performance partnerships between line managers and employees, and a basis for effective people leadership. It is a core commitment to developing and supporting our people. Through meaningful, regular performance conversations, line managers and employees can build a shared understanding of expectations, what success looks like, and how it can be supported, achieved and maintained.

Performance Management and Development is the subject of mandatory statutory direction to all agencies of state by Section 8 of the *Public Sector Act 2009* (PS Act). Under the Act, all SA public sector agencies must establish and administer effective performance management and development systems in respect of the employees of the agency.

The purpose of this Guideline is to provide a basis for each agency to develop its own approach to best suit its own context, culture and people and to integrate their performance management and development system with existing management and people support systems. The intended audience for this Guideline is executives and senior leaders responsible for the management of human resources in agencies.

Under Section 14(1)(d) of the PS Act, the Commissioner for Public Sector Employment may issue guidelines relating to public sector employment matters.

This Guideline should also be read in conjunction with the *Direction of the Premier: Performance Management and Development*, issued pursuant to section 10 of the PS Act which prescribes minimum standards SA public sector agencies[1] must follow.

2. What is performance management and development?

Performance management and development is an integrated and planned systemic approach for continuously developing the performance of all people in an agency, and delivering a high performing public sector. It includes a series of formal and informal processes designed to make sure that individuals, teams and agencies achieve their goals in an efficient and effective way. It provides a way to clearly define work goals and standards, set expectations and review performance against them, provide constructive two-way feedback, and maximise learning and development to empower people to achieve their full potential.

Effective performance management and development supports:

- a stronger focus on the purpose and outcomes of the agency
- clarification of work roles, objectives and outcomes for individuals and teams
- fair and appropriate recognition of the contribution of individuals and teams to the success of their agency
- systemic provision of aligned development and career planning opportunities to build career resilience, and
- a positive approach to the management of people and their potential, leading to higher levels of employee engagement and discretionary effort.

In providing a basis for improved performance management and development, it is important to note the scope of this Guideline.

2.1 Performance management and development systems and processes

This Guideline observes the distinction between a performance management and development *system* and performance management and development *processes*. A performance management and development *process* is a component of a performance management and development *system*.

A performance management and development system encompasses all of the design and decision making functions, policies and procedures, defined management responsibilities, relevant professional capabilities and the administrative and other resources allocated to enact, monitor, maintain, review and adapt the performance management and development process as required. This is distinct from any technology solution that may be in place within the agency to support recording of participation in a performance management and development process. The responsibility for establishment and administration of an effective performance management and development system rests with the chief executive or agency head of each SA public sector agency.

A performance management and development process is a functional responsibility of line managers, team leaders or supervisors to ensure that employees' activities, outputs

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[1] With the exception of the Courts Administration Authority, the Legal Services Commission, the Independent Commissioner Against Corruption and Office for Public Integrity.

and development are in line with the organisational goals[2]. The process is carried out and completed in accordance with determined and documented policies and procedures generated by management and human resource expertise within agencies. The process itself, however, is secondary to the central responsibility of line managers to guide, support, coach and develop their employees through meaningful, regular performance conversations.

This Guideline will provide an overview of good practice components and elements that comprise a performance management and development system. It provides a framework for deliberation and decision making within agencies. It is acknowledged that with the size and diversity of agencies that comprise the public sector, agencies may operate a range of varying systems and processes in line with the *Direction of the Premier: Performance Management and Development* and this Guideline. The design of performance management and development processes should align with the business needs of agencies, and are a decision for chief executives or agency heads.

2.2   Performance optimisation and improvement

The strategic intent of performance management and development systems are to improve and enhance the performance of public sector employees and managers, when working to achieve the strategic and operational goals of their agencies and the sector as a whole. Performance management and development provides the opportunity to optimise employee performance, by building a shared understanding of expectations and responsibilities, and ensuring accountability for delivery through a clear appreciation of the requirements of a role. It is a supporting mechanism for the continuous improvement, through the provision of timely, constructive feedback and the ongoing development of employee skills, competencies and behaviours, in alignment with agency strategy and services.

In this sense, the objective of this Guideline is to promote good practice performance management and development that is focused on supporting employee performance *optimisation* and *improvement*. Performance management and development processes should be viewed as a supporting platform for agencies to encourage, challenge, coach and develop employees to reach their individual and collective potential.

2.3   Unsatisfactory performance

The appropriate management of unsatisfactory performance is integral to the success of a performance management and development system. Unsatisfactory performance processes should be viewed as a distinct subset of performance management and development that apply when performance issues are identified that cannot be addressed through processes geared towards

performance optimisation. It is a way of escalating performance concerns to a more serious level when regular conversations occurring as part of the employee performance review process have not generated an improvement in performance to the required standard.

Agency processes for the management of unsatisfactory performance should be addressed through an appropriate procedure. This Guideline does not cover the formal process for managing unsatisfactory performance. This is set out in a separate Commissioner for Public Sector Employment Guideline, *Management of unsatisfactory performance (including misconduct)* which is available on the Office for the Public Sector's (OPS) website.

3. What makes an effective performance management and development system?

Performance management and development is a key enabler for public sector performance, through the alignment of individual, team and organisational objectives and results. Through the implementation of effective performance management and development systems across agencies, the public sector is better positioned to deliver organisational outcomes that deliver value for South Australia (Figure 1).

Previous reviews of other public sector approaches have identified three critical success factors for performance management and development systems[3] namely:

- *alignment* with the priorities and outcomes sought by government
- *credibility* of the system in improving employee performance
- *integration* with the overall corporate management structure of the agency, to provide a clearer link between employee work and the priorities of agencies.

This Guideline outlines a foundation for the design of effective performance management and development systems that aim to ensure alignment, credibility and integration, and to maximise the performance of the public sector:

- *Principles* that support the purpose of an effective system;
- *Minimum standards* for public sector agency systems, and
- *Components and elements* of an effective system.

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[2] Kramar, Bartram, De Cieri, Noe, Hollenbeck, Gerhart & Wright, 2014

[3] Management Advisory Committee, 2001

Figure 1. Designing performance management and development approaches that deliver value for South Australia

| Performance management and development system design that incorporates:

Principles
Minimum standards
Components and elements | → | Performance management and development systems that are:

Aligned
Credible
Integrated | → | High performing public sector that delivers value for South Australia |

3.1 Principles

Effective performance management and development systems support meaningful, regular conversations between line managers and employees that lead to performance optimisation and improvement. To demonstrate our commitment to developing and supporting our people and promoting a culture of productivity, growth and excellence, our approach to performance management and development is based on the following principles:

Role clarity and alignment

Our role is to serve the community and Government of South Australia. To be effective, employees need to be clear about expectations and have a clear line-of-sight between their work and the operational and/or strategic priorities of their agency and government. A clear understanding of roles and expectations supports greater productivity, motivating employees to maintain and improve their performance.

Partnerships

Respectful and genuine partnerships between line managers and employees are central to the success or failure of performance management and development. Regular two-way conversations provide the opportunity to build rapport, agree on accountabilities, focus work outputs, provide timely feedback, to work together to create solutions, and address barriers to achieving performance goals. By building the relationship, we can succeed together and deliver.

Coaching for success

Coaching is important to empower, develop, assist and motivate employees to achieve. Adopting a coaching approach in performance conversations provides the opportunity to bring out the best in employees by sharing expertise and perspectives, developing self-awareness, developing necessary capabilities, building on strengths, prioritising wellbeing, and recognising achievements.

Growth focus

To attain and maintain high performance, agencies should understand, manage and optimise employee potential through the development of knowledge, mindset, skills and competencies that align with agency priorities and future needs. Our commitment to the learning and development of our people creates a mutual benefit: supporting career resilience and the realisation of employee potential, while ensuring sustainable public sector performance through an engaged and skilled workforce.

Agility

We operate in an environment that is complex, rapidly changing, and collaborative. To anticipate and be responsive to changing environments, performance management and development should involve frequent conversations and feedback, be flexible to shifting priorities, emphasise timely development, and be designed for a collaborative environment. Performance management and development processes should be flexible and open to review.

3.2   Minimum standards

In line with the *Direction of the Premier: Performance Management and Development*, all public sector chief executives and agency heads must ensure their agency implements a performance management and development system that, at a minimum, incorporates:

- performance management and development reviews with all employees (including executives) at least biannually[4], 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.

All public sector agencies subject to this direction must have regard to and apply the Guidelines of the Commissioner for Public Sector Employment, wherever practicable.

It is noted that *employees* includes public sector employees who are employed on a casual basis[5].

3.3   Components and elements

Performance management and development systems comprise a variety of processes and methods. This Guideline provides an overview of good practice components that comprise an effective performance management and development system in Figure 2 in line with the *Direction of the Premier: Performance Management and Development*.

Table 1 expands on the components to provide a detailed overview of elements for deliberation and decision making in the design of agency systems. The system components and elements are informed by research literature and reviews undertaken in other Australian public sector jurisdictions.

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[4] Twice per year.
[5] Agencies may consider the use of a modified process (e.g. group performance plans) to ensure that casual employees participate in performance management and development.

Figure 2. Public Sector Performance Management and Development System

SA Public Sector Values

Leadership and direction	• Well prepared, informed, consistent, accountable and active support by the organisation's Chief Executive and senior management.
Policy and procedure framework	• A definitive and comprehensive policy and procedural framework.
Performance objectives and standards	• Strategic plans, operational plans, and standards about behaviour and competencies are articulated.
Employee review process	• A valid process for communicating employee performance expectations, maintaining ongoing performance conversations and conducting reviews.
Performance management training	• An education strategy to ensure employees and managers have the mindset, skillset and tools to participate effectively in performance management and development.
Development activities	• Resources and opportunities for development as per the individual performance plans are available in a timely manner.
Support mechanisms	• Appropriate resources and support structures are in place to enact, monitor, maintain, review, evaluate and adapt the performance management and development system and processes.
Recognition guidelines	• Guidelines and tools are in place to help managers appropriately recognise good performance.

Whole of Government Priorities

The Code of Ethics for the SA Public Sector

Table 1. Components and elements of an effective system

Components	Elements
Leadership and direction *Well prepared, informed, consistent, accountable and active support by the organisation's Chief Executive or Agency Head and senior management.*	Agencies should: • ensure the performance management and development system is directed towards advancement of the objects of the PS Act and observance of the public sector principles and code of conduct[6] • ensure the system is integrated with the agency's employment practices and informs its employment decisions relating to particular employees[7] • consider how the system will align with the agency's goals, priorities, outputs and outcomes • consider how the design of the system aligns with the expectations of clients, stakeholders (including Ministers) line managers and employees • consider how the system integrates and interacts with other management, planning and governance systems, including business planning • consider how the system will reinforce the SA Public Sector Values and contribute to the development of the agency's culture • consider how the system will contribute to the development of a competent and skilled workforce • ensure senior management adopt a lead role in the design, delivery, promotion and monitoring of effective performance management and development systems and processes • ensure information about performance management and development within the agency is available to all employees of the agency[8] • ensure a stated commitment to performance management and development from senior management, with a goal of 100% of employees to have performance management and development plans in place.
Policy and procedure framework *A definitive and comprehensive policy and procedural framework.*	Agencies should establish a definitive and comprehensive policy and procedural framework that clearly articulates: • what performance management and development is and why it is used • the essential requirements, characteristics and frequency of the designed or chosen performance management process or processes • reasonable expectations of the process and its advantages for both employees and the agency • the performance management and development responsibilities of line managers, employees, and the agency coordinator of performance management and development • the method by which identified development needs will be prioritised and actioned, balancing individual and organisational development needs and resources • the process to support line managers and employees, especially for resolving disagreement if it arises • processes for the timely management of unsatisfactory performance • the method for recording and storing performance agreements that ensures appropriate confidentiality, and enables their ongoing use in that performance management and development cycle and in integrated human resource management systems.

[6] See PS Act Section 8(2)
[7] See PS Act Section 8(3)
[8] See PS Act Section 8(4)

Performance objectives and standards *Strategic plans, operational plans and standards about behaviour and competencies are articulated.*	Agencies should: • create a clear link between strategic and corporate planning goals, workforce plans and individual performance agreements • create a clear link between performance agreements and the work-related requirements and deliverables of the role (i.e. the "what" of delivery) which should be clearly documented in the employee's role description • create a clear link between performance agreements and expected standards of behaviour and competency (i.e. the "how" of delivery) including the South Australian Public Sector Values and the *Code of Ethics for the South Australian Public Sector* • consider how people management responsibilities are reflected in performance objectives for line managers • ensure that performance reviews for South Australian Executive Services (SAES) executives, review and assess the Executive's performance against the *SAES Executive Competency Framework*, and the Duties and Executive Performance requirements of the Executive's contract schedule • consider the inclusion of mandatory performance objectives in executive performance agreements • consider the inclusion of a robust, valid, relevant, fair and accepted performance measurement/assessment method • consider a moderation or review process to aid consistency in the development of performance agreements and assessment of performance • ensure employees are informed about how performance will be assessed and are advised of the results of an assessment of their performance.
Employee review process *A valid process for communicating employee performance expectations, maintaining ongoing performance conversations and conducting reviews.*	Agencies should: • ensure review processes align with agency strategies for talent and succession management • design a process that defines, facilitates, encourages and measures performance and feeds back performance information, including identified personal and professional development needs and opportunities • consider the overall simplicity of the employee review process and how the approach adds value in the management of employees • ensure that each employee establishes a performance agreement within 90 days of commencement within an agency • ensure that every employee (including executives) establish a minimum of one performance agreement/plan annually • consider the use of a modified process (e.g. group performance plans) to ensure that casual employees participate in performance management and development • ensure performance reviews occur at least biannually • ensure that the process, decisions and actions taken are impartial, transparent and reviewable • ensure the appropriate identification of learning and development needs of employees • consider how performance management and development processes reinforce the development of meaningful partnerships between line managers and employees (e.g. emphasis on regular, quality conversations and two-way feedback) • consider the use of multi-sourced feedback (e.g. upwards feedback mechanisms or 360 degree feedback) as a way to facilitate two-way feedback, include views of stakeholders, collect perceptions about manager or employee behaviours that impact on performance, and/or inform employee development priorities • include processes to assist in the early identification of unsatisfactory performance in line with the *Commissioner for Public Sector Employment Guideline: Management of Unsatisfactory Performance (including misconduct)*

	• ensure that performance management and development conversations are underpinned by the *Code of Ethics for the South Australian Public Sector*, and the South Australian Public Sector Values.

Performance management training
 	
An education strategy to ensure employees and managers have the mindset, skillset and tools to participate effectively in performance management and development.
	Agencies should:
	
	• provide ongoing and systematic training (and support) for managers and employees to ensure appropriate capability to apply the performance management and development system requirements
	• consider how training offerings contribute to strengthening quality performance conversations between managers and employees
	• provide training for managers that considers:
	  o agency processes for performance management and development
	  o the mindset, skillset and tools needed to effectively manage performance and guide development
	  o the skills to establish performance standards and goals and objectives to achieve them
	  o identification of employee development gaps and needs, and delivery of necessary supports
	  o skills to undertake difficult conversations and the management of unsatisfactory performance
	• consider training for non-managerial employees on effective participation in performance management and development processes.

Development activities *Resources and opportunities for development as per individual performance and development plans are available in a timely manner.*	Agencies should: • regularly capture and respond to identified development needs and barriers to performance • establish a workforce development plan for the agency • establish policies and procedures for efficient delivery of employee development needs appropriately identified and prioritised through the performance management process • ensure that development opportunities include development of capability to achieve expected outcomes relevant to the requirements of employee roles • ensure a planned and resourced induction process • ensure that development programs are delivered in a timely manner and are of appropriate quality.
Support mechanisms *Appropriate resources and support structures are in place to enact, monitor, maintain, review and adapt the performance management system and processes.*	Agencies should: • ensure appropriate (or access to appropriate) resourcing and expertise for the design, maintenance, improvement and reporting of performance development and development process • ensure adequate administrative capability and resources to support the process and to address identified development priorities • ensure the delegated management responsibilities, lines of reporting and administrative functions are appropriate to enact and support the performance management and development system • consider how performance management and development systems might be implemented progressively to develop skills of all participants and build trust in employee review processes • ensure that management information on the performance management development system is collected, reported and acted on • critically analyse, test and evaluate the validity of a performance management and development process under consideration or in operation • ensure appropriate review mechanisms to evaluate and improve the effectiveness of agency performance management and development system(s) and processes, including employee perceptions of the process (e.g. via an employee "pulse survey" or similar)[9]

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[9] An example employee "pulse survey" will be made available to agencies via the OPS website.

	• participate in inter- agency information and knowledge exchange for the development of appropriate performance management and development systems and processes.
Recognition guidelines *Guidelines and tools in place to help managers appropriately recognise good performance.*	Agencies should: • consider agency mechanisms and practices that reinforce desired performance and behaviours • establish formal and informal methods to appropriately recognise individual and team performance, progress, dedication and results.

3.4 Determining an agency approach

The specific design of performance management and development processes should take into account the business needs, functions, workforce and culture of an agency. Where a diversity of business functions or professional disciplines are present in an agency, for example, one approach to performance management in all parts of the organisation may not be appropriate.

The choice of approach to performance management and development is the decision and responsibility of the chief executive or agency head, advised and supported by human resource management expertise and senior managers. It is important for senior management to consider and be clear on the desired impact of the approach to be implemented. This is particularly relevant to the issue of *assessment* of employee performance, where the necessity for relevant, valid and accepted measurement is emphasised.

The choice of performance assessment criteria and method must be based on a clear understanding of *what* is to be measured and appraised as the moderating element in the performance management and development process to achieve strategic alignment. Approaches to performance assessment could involve a combination of subjective and or objective appraisals and include, for example:

- evaluation of identified desirable attributes or behaviours (e.g. problem solving, teamwork, leadership, cooperation, initiative, creativity, innovation, acceptance of responsibility)
- measurement of results or deliverables, and
- multi-source feedback assessment methods to inform development planning (e.g. 360 degree feedback).

Irrespective of the criteria and method chosen, agencies should fully consider the context and what actions may be required to ensure appropriate use (e.g. clear protocols for use of multi-source feedback tools) in addition to the validity and reliability of the assessment method (e.g. manager training or moderation of

ratings) to strengthen the credibility of the review and development process.

To ensure alignment, credibility and integration of the selected approach, agencies should undertake an appropriate internal engagement strategy through the design-phase of a new approach or in evaluating and existing approach. It is critical that a proposed performance management and development system be viewed as effective in assisting managers and employees evaluate and improve their own performance. Agencies should attempt to assess the organisational impact of existing or proposed systems to ensure a strong link between the implementation of their system and improved performance of their organisation.

4 Roles and responsibilities

Commissioner for Public Sector Employment	- Monitor compliance with the requirement for agencies to implement formal, performance management and development reviews biannually. - Collate agency reports and reviews of their performance management and development systems to enable oversight of systems and processes across the public sector and make recommendations for the purpose of continuous improvement.
Chief executives and agency heads	- Establish and maintain an effective agency performance management and development system and processes, in compliance with section 8 of the PS Act; advised and supported by human resource management expertise and senior managers. - Report on the uptake of the performance management and development process in their agency to the Commissioner for Public Sector Employment biannually. - Conduct a formal review of existing performance management and development systems and processes within their agency against this Guideline using the audit tool, and report accordingly to their portfolio Minister and the Commissioner for Public Sector Employment. - If relevant, participate in performance reviews in-line with Department of the Premier and *Cabinet Circular 29 – Guidelines for the Chief Executive Performance Appraisal Process*.
Executives and senior managers	- Participate in agency performance management and development processes and relevant training requirements. - Promote, align and support the ongoing performance of employees within their agency by ensuring: - Line managers/supervisors and employees participate in agency performance management and development processes. - Responsibilities for performance reviews are appropriately delegated. - All new line managers, supervisors are appropriately trained to participate in agency performance management and development processes. - Outcomes of the agency performance management and development process(s) are reported through to the chief executive or agency head through the agency reporting obligation. - Performance management and development processes are conducted in an ethical manner with appropriate confidentiality. - Employees receive appropriate guidance, support and encouragement to achieve performance outcomes.
Line managers/supervisors	- Participate in agency performance management and development processes and relevant training requirements. - Promote, align and support the ongoing performance of employees within their business area by ensuring: - Outcomes of the agency performance management and development process(s) are reported through to the chief executive or agency head through the agency reporting obligation. - Performance management and development processes are conducted in an ethical manner with appropriate confidentiality. - Employees receive appropriate guidance, support and encouragement to achieve performance outcomes.
Employees	Participate in agency performance management and development processes and relevant training requirements
Executive or senior manager responsible for human resources	- Support the chief executive or agency head in the design and management of the agency's performance management and development system(s). - Provide executives, managers and employees with information, support, coaching, advice and guidance in relation to the development, implementation and evaluation of agency performance management and development processes. - Provide advice and assistance in relation to the management of unsatisfactory performance. - Assist to facilitate a resolution of any grievance between employee and line manager in relation to the performance management and development process, where support is requested. - Report on the uptake of the performance management and development process in their agency in-line with reporting requirements and to the Commissioner for Public Sector Employment. - Support the periodic review and evaluation of the agency's performance management and development system.

5 Reporting requirements

The OPS will be responsible for monitoring compliance with the requirement for agencies to implement formal, performance management and development reviews with employees at least biannually.

Section 19 of the PS Act enables the Commissioner for Public Sector Employment to require agencies to provide statistical reports on public sector employment matters at specified intervals.

As such, the Commissioner requires all public sector agencies to submit biannual reports which show how many employees are participating in performance management programs.

Agencies will be required to report participation in formal, biannual performance management and development reviews with employees through the Commissioner for Public Sector Employment. It is the responsibility of individual agencies to accurately determine and verify employee participation levels in line with the performance management and development process in operation within agencies.

The Commissioner will publish an audit tool to assist agencies to review their performance management and development systems. 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 public sector. The first of these reports will be required in July 2017.

6 Useful resources

The OPS website will publish a range of resources to support:

- agencies in the design, audit, review and evaluation of performance management and development systems, and
- managers and employees in participating in meaningful and effective performance conversations.

7 Summary

Performance management and development systems must incorporate:

- performance management and development reviews with all employees (including executives) at least biannually; and

- reporting of the percentage of performance management and development reviews completed to the Commissioner for Public Sector Employment at least biannually.

Performance management and development systems may comprise a variety of processes and methods. Public sector agencies subject to the *Direction of the Premier: Performance Management and Development* must have regard to and apply this Guideline in the design, implementation and review of their performance management and development system.

8 References

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9 Abbreviations and glossary of terms

Capability	Capability includes the skills, knowledge and behaviours of an individual.
Moderation	Any process aimed at assuring the consistent assessment of performance across an organisation.
Performance agreement/plan	An agreement between and 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 management and development system	The design and decision making functions, relevant professional capabilities and administrative and other resources allocated to enact, monitor, maintain, review and adapt the performance management and development process as required.
Performance management and development process	A process or processes within the performance management 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 and development reviews	Formal reviews of employee performance and development that occur at least biannually where the conversation is planned, structured and documented. This may include a review of employee performance against an existing performance agreement and/or the establishment of a new performance agreement. The main purpose is for both the line manager and employee is to gain an overview, in the form of a retrospective summary of performance and a prospective look towards the employee's ongoing performance and development. The review should build on the informal, regular performance conversations that have occurred throughout the review period.
Performance outcomes/standards	A statement of the conditions that exist when a job is being performed effectively.
Performance measures	Measures that can be used as the basis for assessing the performance outcomes of an individual. Good practice performance measures look at output, input, productivity, quality and employee behaviour.
Validity	The degree to which a criterion, measures what it is intended to measure.
Reliability	The consistency of a measure over time and across different assessors.
SAES	South Australian Executive Service.