



Contents

1. Allocate Work	7
1.1 Consult Relevant Groups and Individuals on Work to be Allocated and Resources Available.....	7
1.2 Develop Work Plans in Accordance with Operational Plans	12
1.3 Allocate Work in a Way that is Efficient, Cost Effective and Outcome Focused	16
1.4 Confirm Performance Standards, Code of Conduct and Work Outputs with Relevant Teams and Individuals.....	18
1.5 Develop and agree Key Performance Indicators with Relevant Staff prior to Commencement of Work.....	21
1.6 Conduct Risk Analysis in Accordance with the Organisational Risk Management Plan and Legal Requirements	22
2. Assess Performance	29
2.1 Design Performance Management and Review Processes to ensure Consistency with Organisational Objectives and Policies	29
2.2 Train Participants in the Performance Management and Review Process	32
2.3 Conduct Performance Management in Accordance with Organisational Protocols and Time Lines	33
2.4 Monitor and evaluate performance on a continuous basis	35
3. Provide Feedback	39
3.1 Provide Informal Feedback to Staff on a Regular Basis.....	39
3.2 Advise Relevant People where there is Poor Performance and take Necessary Actions.....	40
3.3 Provide On-The-Job Coaching when necessary to improve Performance and to confirm Excellence in Performance	40
3.4 Conduct Formal Structured Feedback Sessions as necessary and in Accordance with Organisational Policy.....	42
4. Manage Follow-Up	49
4.1 Write and Agree Performance Improvement and Development Plans in Accordance with Organisational Policies	49
4.2 Seek Assistance from Human Resources Specialists where Appropriate.....	50
4.3 Reinforce Excellence in Performance through Recognition and Continuous Feedback.....	51
4.4 Monitor and Coach Individuals with Poor Performance.....	52
4.5 Provide Support Services where Necessary	53
4.6 Counsel Individuals who Continue to Perform below Expectations and Implement the Disciplinary Process if Necessary.....	53
4.7 Terminate Staff in Accordance with Legal and Organisational Requirements where Serious Misconduct occurs or Ongoing Poor-Performance Continues	55
Glossary	59
Appendix: Activities	61