



# *Performance Review and Development Policy*

**POLICY  
NO.**  
HRM 1018

## **1. Background and Context**

Cloncurry Shire Council is committed to fostering a culture of continuous improvement, accountability, and professional development. Performance review and development is a structured process where managers and employees work together to set clear expectations, monitor progress, provide constructive feedback, and support professional growth.

The process ensures:

- Alignment of individual performance with Council's strategic and operational objectives.
- Early identification of training, development, and support needs.
- Recognition of achievement and contributions
- A fair and transparent framework for addressing underperformance.
- Documentation to support workforce planning, promotions, succession management, and (where required) formal performance management action.

Performance management is an ongoing cycle of planning, monitoring, feedback, and review, supported by Council's Performance Appraisal Form and Performance Improvement Plan (PIP) framework.

## **2. Scope**

This policy applies to all employees of Cloncurry Shire Council, including permanent, fixed-term, and casual employees.

It provides a consistent framework for conducting performance reviews, setting development goals, and addressing underperformance where required. The policy recognises that performance review and development is a shared responsibility between employees and their supervisors and forms part of Council's overall workforce management framework.

This policy is to be read in conjunction with:

- The Cloncurry Shire Council Certified Agreement;
- Relevant Awards (Queensland Local Government Industry Award – Streams A, B, and C); and
- Council's Code of Conduct and related human resource policies.

The policy does not form part of any employee's contract of employment and is not intended to override legislative or certified agreement provisions.

### 3. Definitions

Term	Definition
Performance Review	A structured discussion between an employee and their supervisor to assess performance against agreed objectives, identify development needs, and provide feedback
Performance Development	The process of setting goals, training, and career development activities to support employee growth and alignment with Council's operational and strategic objectives.
Performance Improvement Plan (PIP)	A formal plan used when an employee's performance does not meet expected standards, outlining specific areas for improvement, actions required, support to be provided, and timeframes for review.
Supervisor/Manager	For the purpose of this policy, refers to the employee's direct line manager or other delegated officer responsible for overseeing the employee's performance.
Appraisal Form	The approved Council document used to record the outcomes of performance review discussions, agreed objectives, training needs, and development actions.
Key Performance Indicators (KPIs)	KPIs are measurable objectives that reflect the critical success factors of an employee's role and contribution to Council's goals.
Council	Cloncurry Shire Council as the employing organisation.

### 4. Policy Provisions

#### 4.1. Performance Review Cycle

- The Council's performance review cycle aligns with the financial year (1 July to 30 June).
- Council will conduct formal annual performance reviews following the end of each financial year. (Typically, July-August)
- A mid-cycle review will be conducted around January-February to monitor progress, address challenges, and adjust goals where required.
- New employee will undergo an initial probation review as set out in their contract, after which they will enter the standard review cycle.
- Reviews will be documented using the approved Performance Appraisal Form.
- Additional reviews may be conducted at the request of the employee, the supervisor, or the CEO where circumstances require.

## 4.2. Performance Review Process

The performance review process will involve:

- Setting objectives and performance standards aligned with Council's strategic and operational priorities.
- Discussing and agreeing on key result areas, training, and development opportunities.
- Reviewing the employee's performance against agreed objectives and behavioural expectations.
- Providing constructive feedback and recognising achievements.
- Documenting outcomes and signing the Performance Appraisal Form.

Employees will be given reasonable notice of review meetings and provided with an opportunity to prepare. Supervisors are responsible for ensuring that reviews are conducted fairly, consistently, and within agreed timeframes.

## 4.3. Performance Development

- Performance reviews will incorporate discussion of professional development opportunities, including training, secondments, mentoring, and study support.
- Identified training needs will be referred to the HR & Training team for inclusion in the training plan.
- Council will support development opportunities within budget and operational requirements, with priority given to mandatory or compliance-related training.

## 4.4. Key Performance Indicators

- Performance goals will be developed in alignment with Council's operational plan, departmental priorities, and position description.
- KPIs will be designed according to the SMART principles (Specific, Measurable, Achievable, Realistic, Timely).
- A balance of technical, behavioural and developmental measures should be included.

## 4.5. Appraisal Process

- Reviews will be conducted using Council's approved Performance Appraisal Form.
- Both employee and manager will contribute to the appraisal by recording self-assessment, mid-year comments, and year-end feedback.
- Manager must provide clear written comments, ratings, and development recommendations.
- Directors will oversee reviews within their departments to ensure consistency and fairness.

#### **4.6. Underperformance and Improvement Plans**

- Where performance concerns are identified, a Performance Improvement Plan (PIP) may be implemented
- The PIP will specify:
  - a) areas of concern,
  - b) expected improvements,
  - c) agreed support and training
  - d) timeframe for review (typically 3-6 months)

Progress will be monitored regularly, with outcomes recorded in the PIP documentation.

#### **4.7. Wage Progression and Incremental Advancement**

- In accordance with the Certified Agreement, annual salary increments within classification levels will be determined through the performance appraisal process.
- To be eligible for progression to the next salary point, employees must have:
  - a) Completed at least 12 months' continuous service at their current increment; and
  - b) Demonstrated satisfactory performance during that period, as assessed through Council's annual performance review.
- Where a performance appraisal is not conducted within the relevant timeframe, progression will not be unreasonably withheld, and the increment will apply by default.
- Incremental progression is contingent on satisfactory performance; where underperformance is identified and not rectified, progression may be deferred in line with Council's Certified Agreement provisions.
- Wage progression does not override other provisions of the Award or Certified Agreement relating to higher duties, mixed functions, or classification reassessment.

### **5. Roles and Responsibilities**

#### **Chief Executive Officer (CEO)**

- Holds ultimate accountability for overseeing the application of this policy.
- Review outcomes of performance management processes where escalated for approval or decision.

#### **Directors and Managers**

- Conduct performance appraisals in line with policy timeframes
- Provide constructive feedback, identify development opportunities, and set realistic KPIs.
- Initiate Performance Improvement Plan (PIPs) where required and monitor progress.
- Ensure decisions regarding incremental advancement are based on documented performance outcomes.

## Employees

- Actively participate in the performance review process, including goal-setting and self-assessment.
- Take ownership of development activities agreed during the appraisal process.
- Engaged constructively in addressing performance concerns and cooperate with improvement plans where required.

## Human Resources

- Provide guidance, templates, and support to managers and employees for conducting appraisals and managing underperformance.
- Monitor compliance with performance review cycles and report to the CEO on outcomes and trends.
- Maintain confidential records of completed reviews and PIPs.

## 6. References and Related Documents:

*Industrial Relations Act 2016 (Qld)*

*Local Government Act 2009 (Qld)*

Certified Agreement

CSC Performance Appraisal form

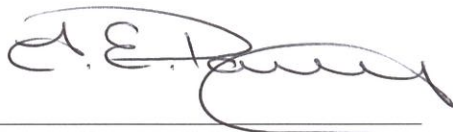
CSC Performance Improvement Plan (PIP)

Code of Conduct

## POLICY VERSION AND REVISION INFORMATION

Version No.	Approval	Date Approved	Review Date
1	Council Resolution 62.2026	21/04/2026	04/2029

*Policy Authorised by: Tammy Parry*



*Title: Chief Executive Officer*

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