We see performance as a mix of what you do and how you do it. We give equal emphasis to achieving performance objectives and in demonstrating our Values or Leadership and Management Behaviours.

*The rating of “Effective” is a positive endorsement of your contribution.* A higher rating is given when fully justified from the evidence relative to role expectations and that required for a highly effective/exceptional performance.

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| --- | --- | --- | --- | --- |
| Performance ratings | Improvement Required | Effective | Highly Effective | Exceptional |
| *What you do*  Performance and Objectives | * Does not achieve what is required * Fails to meet expectations of the role | * Good and reliable performance * Meets role expectations * Achieves most objectives | * Very good performance * Consistently achieves role expectations and *often exceeds them* * Consistently delivers all key objectives | * Outstanding performance * Consistently exceeds role expectations, often by a significant margin * Over-delivers on agreed objectives |
| *How you do it*  Our Values or Leadership and Management Behaviours | * Fails to regularly demonstrate positive behaviours * May have a negative impact on others | * Regularly demonstrates positive behaviours | * Demonstrates positive behaviours at all times | * Demonstrates behaviours at the highest level at all times * Is a consistently impressive role model and encourages others to do the same |
| *Suggested*  *learning* | * A performance improvement plan/probation extension will support you to focus on your gaps to achieve in your current role * Consider your current gaps and what learning would help you improve | * Identify key areas to focus on to progress further in your current role * Focus on fully and consistently achieving your objectives and behaviours | * Identify your strengths and how you can use these more * Focus on excelling in your role and consider your next career aspiration | * Consider your future career aspirations and what learning would support your growth * You are seen as a role model and could consider mentoring or coaching others to develop them |