



# QR People performance framework

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## 1. Purpose

This **standard** sets the minimum requirements for managing, developing and recognising the **performance** of **employees** within QR.

QR is committed to maximising every **employee's** ability and opportunity to contribute to organisational **performance**. Effective **performance** management is central to achieving QR's corporate objectives. **Performance** management is essential to **ensure** a culture where supervisors/managers and **employees** are accountable for their **performance** and where **outstanding performance** is recognised and valued.

The **risks** being managed by this **standard** are:

- poor management of **employee's** behaviour and **performance** impacting on the achievement of QR's business objectives
- lack of clarity of job and **performance** expectations impacting on **employee** job satisfaction, motivation and morale
- breaches of QR's **duty of care** to its **employees**
- breaches of the Code of Conduct incorporating QR Values and Behaviours
- potential inappropriate use of authority and position
- potential detrimental impact on service levels
- potential detrimental impact on QR's ability to attract and retain valued **employees**.

The benefit of implementing this **standard** is that the integrated QR People Performance Framework has the potential to make a significant contribution to the achievement of QR's 'performance' vision and corporate objectives through:

- clarifying supervisors/managers expectations and the **employee's** understanding of their roles and responsibilities and aligning these with the overall QR business objectives
- enhancing the **employee's** contribution to QR's business objectives
- including QR Values and Behaviours into **performance** planning and management

- enhancing two-way communication between the direct supervisor/manager and **employees**
- highlighting constraints to effective **performance** which can be addressed by the direct supervisor/manager for the benefit of all **employees** and QR
- acknowledging the **employee's** skills and knowledge and developing capability for their current position and future potential
- valuing the efforts and achievements of our people by recognising **employees' outstanding performance** and contribution
- increasing the motivation and morale of **employees** leading to job satisfaction
- allowing **employees** to contribute to the development of their own career
- acknowledging problems or issues with **performance** and taking appropriate action
- supporting the attraction and retention of valued **employees** to deliver QR's current and future business objectives
- identifying and managing issues of **unsatisfactory performance** by both parties.

This specification supports **Pol 09 HR Policy**.

## 2. Scope

This Standard applies to all employees of Queensland Rail.

'QR' in this document refers to Queensland Rail.

## 3. Responsibilities

### Direct reports to the Chief Executive Officer

Direct reports to the **Chief Executive Officer** are responsible for discharging the requirements of this **standard**, and where necessary implementing **business instructions** within their areas of responsibility.

### Other relevant responsibilities

The responsibilities of **employees**, direct supervisors/managers and next level managers are detailed in the following related **specifications**:

- Performance Management HRS/SPC/1003/SPT
- Recognising Outstanding Performance HRS/SPC/1001/SPT
- Managing Unsatisfactory Performance Process HRS/SPC/1002/SPT
- Discipline Process HRS/SPC/1004/SPT

## 4. QR People performance framework

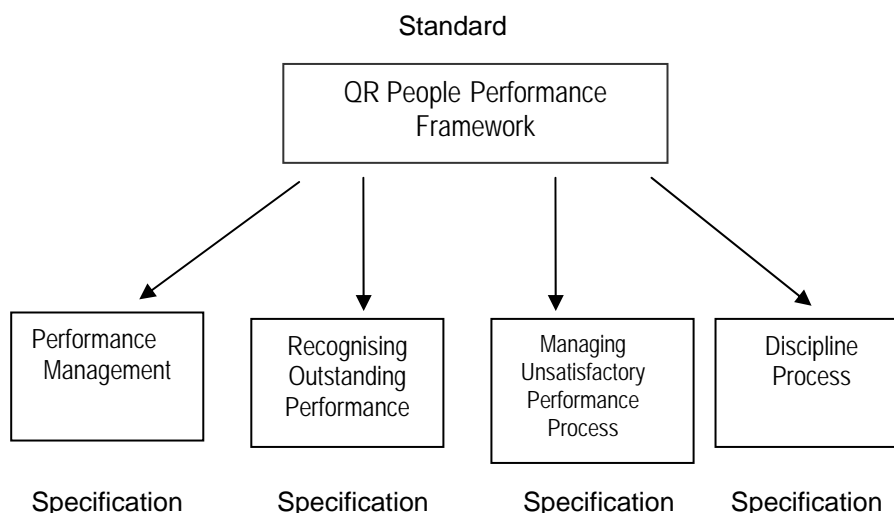
The QR People Performance Framework **standard** enables direct supervisors/managers and **employees** to understand their respective responsibilities and rights in relation to:

- the management of individual or team **performance**
- satisfactory levels of **performance**
- appropriate standards of **workplace** behaviour aligned with the Code of Conduct incorporating QR Values and Behaviours
- the provision of resources, processes, training and timeframes to enable achievement of acceptable levels of **performance** and the
- implications and processes to be followed if these levels are not met.

The four core **specifications** of the QR People Performance Framework are:

- (1) Performance Management HRS/SPC/1003/SPT
- (2) Recognising Outstanding Performance HRS/SPC/1001/SPT
- (3) Managing Unsatisfactory Performance Process HRS/SPC/1002/SPT
- (4) Discipline Process HRS/SPC/1004/SPT.

These **specifications** support this **standard** as shown below:



Other **documents** that directly relate to the QR People Performance Framework are:

- Code of Conduct Board Directive HRS/DIR/0001
- Code of Conduct Standard HRS/STD/3500/SPT

See Section 5 for other associated documents.

See Section 8 for a diagram of the QR People Performance Framework.

All QR **employees** shall comply with the requirements of this **standard**.

## 5. Principles

The following principles underpin the management, development and recognition of **employee performance**:

- (a) Direct supervisors/managers **shall** communicate **performance** expectations that are consistent with job responsibilities, business requirements and QR's Code of Conduct
- (b) Direct supervisors/managers and **employees** jointly develop and agree on **performance** outputs and actions in line with business needs
- (c) Direct supervisors/managers are accountable for providing the appropriate resources, processes, training and timeframes to achieve satisfactory levels of **performance**
- (d) **Employee** development needs and opportunities to assist in meeting **performance** levels and objectives **should** be identified, pursued and actioned
- (e) Two-way communication will be integral to the effective management, development and recognition of **performance**
- (f) Direct supervisors / managers are accountable for **ensuring** that these levels are well understood by all **employees** and that appropriate action is taken when these levels are not met
- (g) Individuals are responsible for their **performance** at work and it is their responsibility to conduct themselves in a manner consistent with the Code of Conduct incorporating QR Values and Behaviours
- (h) Management of **performance shall** be applied consistently, fairly and aligned to equity and diversity principles
- (i) Regular feedback on **employee performance shall** be provided to all **employees** including recognition for a job well done
- (j) **Outstanding performance** achieved by an **employee** / team **should** be acknowledged in an appropriate and suitable manner
- (k) Compliance with relevant legislation, the Award, the enterprise agreement, subsidiary agreements, **policies, board directives, standards** and **specifications shall** occur
- (l) **Due process** and **natural justice shall** be afforded to all parties.

## 6. Performance management

Performance management establishes, communicates, monitors and reviews an **employee's** or **team's performance** outputs and **workplace** behaviour.

**Performance** management **shall ensure**:

- job responsibilities and standards of behaviour are communicated
- **performance outputs** and actions are jointly developed and agreed upon in line with business needs
- development of **employees** in line with **position descriptions** and organisational needs and
- feedback is provided on a regular basis.

Two approaches to performance management **shall** be used: (1) Plan, Perform and Review (PPR) process and (2) the Communicate Expectations and Monitor Performance (CEMP) process. See Performance Management specification (HRS/SPC/1003/SPT) for details and application of these two approaches.

## 7. Recognising outstanding performance

Recognising Outstanding Performance values an **employee's** or **team's** outstanding contribution by providing appropriate acknowledgement for **performance** that significantly exceeds their supervisor's/manager's or team's expectations. This will be achieved by:

- selecting an appropriate recognition strategy
- ensuring the type of recognition reflects individual and/or **team** needs and
- establishing a process that is fair, transparent and equitable.

## 8. Managing unsatisfactory performance process

**Unsatisfactory performance** issues **shall** be addressed promptly, fairly and in consultation with the **employee**. This will be achieved by:

- identifying the specific area(s) of **unsatisfactory performance** and communicating these with the **employee**
- identifying the underlying causes of the **unsatisfactory performance** issue
- developing strategies that are constructively focused on improving **employee performance**
- clearly detailing an improvement plan including timeframes and specific actions required.

## 9. Discipline process

The Discipline Process sets the process for disciplining QR employees for misconduct, unacceptable behaviour and/or unresolved performance concerns. This process **shall** include the application of principles of natural justice and due process.

This will be achieved by:

- gathering all information relevant to the issue
- making decisions based on the balance of probabilities and determining an appropriate course of action
- applying the appropriate discipline action.

## 10. Implementation

This specification takes effect from 1 December 2008.

## 11. Definitions

Where used in this policy document, the following definitions apply:

<b><i>Due process</i></b>	refers to the process of gathering and considering all relevant facts of a matter or issue before reaching a conclusion and includes the concept of <b><i>natural justice</i></b> . Due process seeks to protect the individual rights of all <b><i>employees</i></b> .
<b><i>misconduct</i></b>	refers to: <ol style="list-style-type: none"> <li>a) wilful, or deliberate, behaviour by an <b><i>employee</i></b> that is inconsistent with the continuation of the contract of employment</li> <li>b) conduct that causes imminent, and serious risk to -           <ul style="list-style-type: none"> <li>• the health, or safety of a person or</li> <li>• the reputation, viability or profitability of the employer business.</li> </ul> </li> <li>c) theft</li> <li>d) fraud</li> <li>e) assault</li> <li>f) the <b><i>employee</i></b> being intoxicated at work</li> <li>g) the <b><i>employee</i></b> refusing to carry out a lawful and reasonable instruction that is consistent with the <b><i>employee's</i></b> contract of employment and</li> <li>h) other misconduct prescribed under a legislative regulation.</li> </ol>
<b><i>natural justice</i></b>	Refers to the concept of fairness. It is achieved by; <ul style="list-style-type: none"> <li>• specifying to the relevant parties the allegations that have been made</li> <li>• giving each party the opportunity to adequately state their case</li> <li>• ensuring that decisions are made in good faith, without bias and</li> <li>• ensuring any decision/s made are supported by the facts or evidence in the matter.</li> </ul>
<b><i>outstanding performance</i></b>	refers to an <b><i>employee/team</i></b> significantly exceeding the performance level expected, taking into consideration their work duties/objectives and QR Values and Behaviours
<b><i>performance</i></b>	refers to the level of achievement of work duties/objectives and the standard of work-related behaviour as outlined in the Code of Conduct
<b><i>performance plan</i></b>	refers to the document used to record information during Performance Management
<b><i>satisfactory performance</i></b>	refers to meeting work duties / objectives and the standard of work-related behaviour as outlined in the Code of Conduct
<b><i>team</i></b>	refers to a collective group of <b><i>employees</i></b> associated through common goals and actions
<b><i>unsatisfactory performance</i></b>	refers to significant and/or ongoing difficulties with <b><i>performance</i></b> which requires immediate resolution

## 12. Guidelines

Guidelines applicable to this *specification* are:

QR People Performance Framework – Overview and Toolkit (HRS/RD/3512/SPT)

## 13. Appendix A

The following diagram illustrates the elements of the QR People Performance Framework and how they interrelate:

