

Positive performance management

Version: 1.0 | **Version effective date:** 31/08/2026

Supersedes: Employee Performance Management Policy – December 2019 and Employee Performance Improvement Policy – December 2019

Scope

This policy applies to:

- a. all Queensland Public Trustee (QPT) public sector employees (excluding chief executives, senior executives and senior executive equivalents);
- b. the Public Trustee in their capacity as the chief executive of QPT and its public sector employees;
- c. employees of QPT in their capacity as public sector managers.

Purpose

This policy outlines QPT's commitment to excellence through positive performance management, supporting a positive and inclusive workplace. We do this by creating a positive and encouraging environment in which employees can operate effectively, achieve success and satisfaction in their work, and contribute to the achievement of our strategic and operational priorities.

This policy is to be read conjunction with the *Public Sector Act 2022* (PS Act), the Positive performance management Directive 02/24 (the Directive) and QPT's Positive performance management Guideline.

Policy statement

QPT is committed to ensuring we promote best practice human resource management, by applying the positive performance management principles set out in section 85 of the PS Act (**see Appendix 1**).

Principles

In managing our employees, we will implement the positive performance management principles by:

- pro-actively managing the personal and professional development of our employees with a view to continuously building expertise within the public sector
- ensuring regular and constructive communication between managers and employees about their work performance and the personal conduct principles
- recognising the strengths, requirements and circumstances of our employees and valuing their contributions

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- recognising performance that meets or exceeds expectations
- providing opportunities and support to employees for improving performance
- continuously improving performance by providing our employees with appropriate training and development
- identifying at the earliest possible stage performance that does not meet expectations
- integrating these principles into our management practices and policies

How we manage our employees is also guided by:

- section 40 of the PS Act (Work performance and personal conduct principles)
- section 39 of the PS Act (the public sector principles)
- section 32 of the PS Act (what is a culture of respect and inclusion);
- section 33 of the PS Act (duty to promote and support culture of respect and inclusion).

Requirements

What positive performance management involves

1. Pro-actively managing personal and professional development

Pro-actively managing personal and professional development is a shared responsibility of managers and employees and occurs within the context of the particular role and workplace operational needs and with consideration to QPT strategic planning.

2. Regular and constructive communication between employees and managers

The communication between employees and managers of QPT needs to be regular, with discussions and feedback being consistent and timely. Regular communication should be both formal and informal, scheduled, and unscheduled.

3. Recognising the strengths, requirements and circumstances of individual employees and valuing their contributions

QPT strives to be a high performing organisation, where our employees work together to build a future focused, high performing public sector that delivers priority government services to the community.

4. Recognising work performance that meets or exceeds expectations

Managers are responsible for valuing, encouraging, and formally recognising the contributions of employees in line with positive performance management principles. Acknowledging performance that meets or exceeds role requirements supports improved productivity, workforce capability, employee engagement, and retention. Consistent and meaningful recognition reinforces positive behaviours and contributes to a respectful, high-performing workplace aligned with organisational and service delivery objectives.

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5. Continuously improving performance through the provision of training, learning and development

Managers and employees of QPT are responsible for pro-actively managing the personal and professional development of our employees with a view to continuously building expertise within the public sector.

6. Identifying at the earliest possible stage work performance or personal conduct that does not meet expectations

Sometimes an employee's work performance and, in some circumstances, personal conduct, may not meet expectations. It is important this is identified at the earliest possible stage. Early identification will help ensure that positive intervention can occur as quickly as possible.

7. Providing opportunities and support to employees for improving work performance and personal conduct

If the performance of an employee does not meet expectations, it is important to provide opportunities and support to the employee to help improve their work performance and, in some circumstances, personal conduct.

To appropriately support an employee's wellbeing needs, managers should also consider whether they refer employees to the QPT's employee assistance provider, Converge International.

A performance improvement plan (PIP) may be undertaken address an employee's unsatisfactory work performance and/or, poor personal conduct.

Human rights

QPT is committed to respecting, protecting and promoting human rights. Under the *Human Rights Act 2019* (HR Act), all public entities (including QPT) have an obligation to act and make decisions in a way that is compatible with human rights, and when making a decision, to give proper consideration to human rights. When acting or making a decision under this policy, the Public Trustee (or authorised delegate) must comply with this obligation.

Record keeping and confidentiality

Information obtained by QPT under this policy should be stored securely. QPT is committed to ensuring preservation of the privacy of that information as far as possible and that it complies with QPT's obligations including obligations under the PS Act, Public Sector Regulation 2023, *Public Records Act 2002*, *Right to Information Act 2009*, *Information Privacy Act 2009*, and any other obligations including the Queensland Government Retention and Disposal Schedule.

Policy controls and managing non-compliance

This policy will be reviewed every three years and/or upon any legislative change. Compliance with this policy is mandatory for all QPT employees. Managers must ensure the policy is embedded into practice within their teams, and staff are required to report any instances of non-compliance immediately through their manager.

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Roles and responsibilities

Position	Responsibility	Audit criteria
Employee	• Pro-actively manage their personal and professional development with a view to continuously building their expertise within the public sector and managing their own career development • Participate in positive performance management consistent with this policy, the PS Act and Directive • Take accountability for performance and be open to feedback including to address any gaps in performance • Work with their manager to actively improve their performance, constructively participate in their development, and confirm the performance expectations of their role • Fully participate in performance planning, including any formal performance processes	• Performance and Development Plan in place and regularly reviewed • Mandatory training is completed within required timeframe/s
Manager/ supervisor	• Ensure employees understand positive performance management processes and activities, aligned with strategic and operational objectives. • Support employees to document clear performance objectives, success measures and development goals. • Document performance discussions agreed actions and outcomes and maintain appropriate records. • Make decisions under this policy in accordance with the Human Rights Act 2019 (Qld). • Foster a culture of respect and inclusion by: • supporting employee performance and wellbeing • helping employees develop the skills and knowledge to engage respectfully and safely in workplace matters • role-modelling respectful behaviour and setting clear expectations for conduct • actively listening to employees and seeking to understand their perspectives. • Take timely and appropriate action to address unsatisfactory performance and/or conduct where required. • Support the personal and professional development of employees. • Support employees from diverse cultural, religious and linguistic backgrounds to share their experiences and perspectives.	• Regular employee/supervisor meetings take place • Performance and Development Plan/s in place and regularly reviewed with all direct reports • P&C provide advice and support on interpretation and application of the Policy

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Position	Responsibility	Audit criteria
	- Ensure employees have a current Performance and Development Agreement (PDA), or are actively developing one - Encourage employees to take responsibility for their career development and growth.	
People and Culture	Provide support to managers/supervisors in accordance with this policy including ensuring appropriate training, systems and information in relation to positive performance management is available	- Policy is published, communicated and remains current - Records of consultation, approval, and communication are retained by P&C in Content Manager - Compulsory training suite is maintained, communicated and records of completion retained
Public Trustee	- Promote this policy and ensure managers are educated and trained to manage employees in a positive and culturally safe way, in accordance with this policy - Ensure managers are aware of their obligations and responsibilities under the PS Act, the Directive and this policy	Record of approval retained by P&C in Content Manager

Definitions

Term	Definition
Directive	The positive performance management directive (02/24) published by the Public Sector Commission, as amended from time to time.
Performance development agreement (PDA)	The agreement, between an employee and the manager regarding the employee's expected work performance and any agreed development during the course of their employment, normally entered into and reviewed at least annually.
Performance improvement plan (PIP)	Means a structured process undertaken to address an employee's unsatisfactory work performance and/or, in some circumstances, poor personal conduct.

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Term	Definition
Positive performance management principles	Has the meaning provided for in schedule 2 (Dictionary) of the PS Act.
Union	Means an employee organisation registered under chapter 12 of the <i>Industrial Relations Act 2016</i> or under the <i>Fair Work (Registered Organisations) Act 2009</i> (Cth).
Work performance	Includes, but is not limited to, matters relating to an employee's: • quality of work (accuracy, thoroughness, competence, including professional competency); • quantity of work and diligence (productivity level, time management, ability to meet deadlines); • job knowledge (skills and understanding of the work); • working relationships (ability to work with others, including communication skills).

Legislation and other compliance obligations

- [Public Sector Act 2022](#)
- [Public Sector Ethics Act 1994](#)
- [Industrial Relations Act 2016](#)
- [Work Health and Safety Act 2011](#)
- [Human Rights Act 2019 \(Qld\)](#)
- [Positive performance management \(Directive 02/24\)](#)

Supporting documents

- QPT Positive Performance Management Guideline
- [Code of Conduct: For the Queensland Public Service](#)
- [QPT Workplace Conduct Policy](#)
- [Managing the risk of psychosocial hazards at work: Code of Practice 2022](#)
- [QPT Human Resource Delegations](#)

Contact

For further information, please contact: People and Culture - Email: HRM-enquiries@pt.qld.gov.au

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Appendix 1 – Sections 85 and 86 of the Act

85 Positive performance management principles

(1) For best practice human resource management and in recognition that public sector employees are selected based on recruitment and selection processes under chapter 3, part 3 of the Act, the management of public sector employees must be directed towards the following principles (positive performance management principles):

- a. pro-actively managing the personal and professional development of public sector employees with a view to continuously building expertise within the public sector;
- b. ensuring regular and constructive communication between public sector managers and employees about the work performance and personal conduct principles;
- c. recognising the strengths, requirements and circumstances of individual employees and valuing their contributions;
- d. recognising performance that meets or exceeds expectations;
- e. providing opportunities and support to employees for improving performance;
- f. continuously improving performance through the provision of training and development;
- g. identifying at the earliest possible stage performance that does not meet expectations;
- h. integrating the matters mentioned in paragraphs (a) to (g) into management practices and policies.

(2) The Public Sector Commissioner must make a directive about how the positive performance management principles are to be applied.

86 Requirement to apply positive performance management principles before taking disciplinary action

A public sector employee's chief executive must not take disciplinary action against the employee for a matter relating to the employee's performance until the chief executive has complied with a directive made under section 85(2) about applying the positive performance management principles in relation to the matter.