FOREWORD

The Department of Corrective Services focuses on providing a progressive correctional environment whereby, as well as serving the community, emphasis is given to providing opportunities for inmates to return to the community having developed the skills and attitudes to assist them in leading a crime free life.

The Department is moving towards this through a process of restructuring and implementation of new management strategies and policies.

The SES Performance Management System presents us with an opportunity to improve the quality of the senior executive management team within Corrective Services through performance evaluation and objective based assessment.

The critical function of performance management is to link our individual performance and development and that of our staff with corporate and strategic planning. The corporate and strategic objectives are redefined as individual accountabilities within the operational or business plans. The performance agreements should be a flexible document reflecting any changes to these objectives whilst providing a measurable indication of achievement. In an essentially decentralised organisation this link will provide the necessary integration and commitment towards the corporate direction.

Secondly it allows us to set challenging but realistic standards of performance. We have the opportunity to come to agreement on what is expected of us and how our performance will be assessed and recognised.

Thirdly, and perhaps most importantly, it ensures that we have a regular structured opportunity to discuss performance issues and in this forum we can provide and receive feedback and guidance.

A most important feature of the system I would draw to your attention is the requirement to include EEO and EAPS accountabilities in your performance agreement.

Each Senior Executive was given the opportunity to comment on the system in draft and suggest modifications. You now have responsibility for drafting your own performance agreement. This is therefore a system in which we all participate and support.

I am totally committed to the system and I commend it to you.

N R SMETHURST
Commissioner
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1. INTRODUCTION

"To protect the community by managing prisoners in an environment which is safe, secure, fair and humane and to actively encourage personal development through correctional programs". (Mission Statement of Department of Corrective Services).

In order to achieve the Department’s Mission Statement a comprehensive Corporate Plan identifying corporate objectives and a detailed Strategic Plan have been developed. The Corporate Plan provides a ten year focus and has been developed in consultation with the Department’s Senior Executives. From these overall objectives each unit will develop detailed Business Plans to ensure the ultimate attainment of the Department’s objectives.

Integral to this process is the alignment of an Executive Performance Management System to the Corporate Planning cycle.

This document outlines the Executive Performance Management System and its linkage to the overall planning process, ensuring each Executive’s success contributes to the effectiveness of the whole organisation.

2. THE DEPARTMENT’S OPERATING ENVIRONMENT

Recent changes to Ministerial portfolios have resulted in the Department’s role currently being confined to managing sentenced and unsentenced adult inmate.

The rapidly increasing inmate population, partly the outcome of the recent "Truth in Sentencing" legislation, is crowded into ageing facilities which cannot provide the optimum single cell accommodation for the Department’s 6000 prisoner population, expected to reach 6500 by June 1993.

The older facilities are often unsuitable for modern correctional management. Staffing and maintenance costs are high; substantial capital investment is necessary to upgrade or replace obsolete facilities.

The Department has to contend with restricted funding, whilst at the same time attempting to improve the quality of prisoner management. Careful budgeting, efficient management systems of both physical and staff resources are required.
3. OBJECTIVES OF THE PERFORMANCE MANAGEMENT SYSTEM

The objective of the Department's Performance Management System is to improve productivity, organisational efficiency and effectiveness by:-

- providing the opportunity for linking of budgets, corporate planning and business planning to the development of individual performance agreements.
- providing a fair and objective basis for evaluation and feedback of individual performance.
- providing an objective basis for decisions regarding rewards and sanctions including the level of remuneration and contract renewal.
- improving performance and assisting career development for each executive by identifying areas requiring further development and providing training where appropriate.

4. CORPORATE PLANNING CYCLE

The Corporate Planning cycle incorporates the planning, budgeting and performance management processes. This integrated approach establishes the framework through which the Department's 'Mission' and Corporate objectives are achieved whilst taking into consideration the external operating environment, stakeholder needs and physical and financial resource requirements.

The Corporate Plan is the first stage in a continual planning process and provides the Department with a ten year focus from which a more detailed five year plan (strategic plan) is developed. The Corporate Plan is reviewed in June each year and issued annually after extensive consultation across all levels of the organisation. It presents the strategic direction necessary to pursue the principal corporate objectives. The Plan also incorporates the performance standards relevant to these goals.

The Strategic Plan provides a detailed guide to objectives, strategies and priorities chosen to pursue the 'Mission' and objectives set out in the Corporate Plan. The Strategic Plan provides the necessary direction in the preparation of Business Plans and thus ensures a properly co-ordinated and comprehensive approach to planning. The Strategic Plan has a five year focus and is reviewed in August each year.
**Business Plans** are developed by each unit and underpin the Corporate and Strategic Plans. Business Plans detail measurable performance indicators necessary for accountability across the Department. The Plans will provide a five year focus with emphasis on the next 12 months. Business Plans are reviewed in September and submitted by November each year. Provision is also made for the adjustment of Business Plans in July following budget allocations.

The **Budget Process** is closely aligned to the corporate planning process. Executives are responsible for controlling expenditure within budget allocation to achieve their units’ objectives. The current budget is reviewed regularly to ensure estimates are in line with planned achievements for the year. In line with an increasing emphasis on outputs rather than activities it is important to ensure that the priorities, objectives and strategies identified, and agreed to, in the corporate planning process are adequately resourced.

The **Performance Management System** is an ongoing management process of supervision, regular feedback, training and development.

The development of individual **performance agreements**, as part of performance management, takes place within the context of the corporate planning cycle. Corporate and strategic objectives are assessed by each Senior Executive, developed into individual targets and successively incorporated into Business Plans. The Performance Agreements provide a measurable indication of the success or otherwise of the Executive's approach to his/her responsibilities.

Any changes to corporate and budgetary objectives or emergent trends which arise from the planning process and alter executive responsibilities, should be quickly incorporated into individual performance agreements.

Reviewing Officers will review a Senior Executive's performance in January each year. The review allows for the Senior Executive and the Reviewing Officer to address any concerns promptly and ensures negative outcomes are not raised for the first time at the Annual Performance Review meeting held in July.

Refer to attachment 1 for an overview of the Department’s Planning and Performance Management cycle.
5. THE PERFORMANCE MANAGEMENT CYCLE

There are two main instruments used for managing executive performance:

1. **The Contract of Employment** - is a legal document which sets out a Senior Executives conditions of employment. The contract can range between one and five years duration as determined by the Commissioner (CEO).

The contract of employment specifically contains the following schedules:

- **Schedule A** - contains the duties of the position (generally extracted from the approved position description).

- **Schedule B** - outlines a set of generic standards (i.e. the standards which exist for any Senior Executive in the service government); and position specific accountabilities.

- **Schedule C** - includes details relevant to the remuneration package and specifies the monetary remuneration and employment benefits.

Although your contract contains preliminary performance criteria, it does not specify the standard of performance required. These requirements are specified in your performance agreement.

2. **The Performance Agreement** - defines a Senior Executive’s key accountabilities, indicators and standards by which performance will be assessed. This document can be adjusted to reflect changes in the Corporate Plan or specific changes in the Senior Executive’s Accountabilities. Performance Agreements are managed in the following cycle.

```
Development of Performance Agreement

Assessment, Decisions & Development Plans

Progress reviews

Annual Performance Review
```
5.1 DEVELOPMENT OF PERFORMANCE AGREEMENTS

Senior Executives have a responsibility to develop individual performance agreements in consultation with their Reviewing Officer for a 12 month period. All performance agreements should contain the following major components:-

- key accountabilities
- strategies
- performance indicators
- performance standards
- critical success factors

KEY ACCOUNTABILITIES

Key accountabilities will define a Senior Executive’s primary responsibilities within the Department. Generally they will be derived from a variety of planning documents which can include:

- the Senior Executive’s contract of employment
- the Department’s Corporate & Strategic Plans
- Business Plans
- EEO Management Plan
- operating and capital expenditure budgets
- relevant legislative requirements
- Ethnic Affairs Policy Statement (EAPS)

Key accountabilities should be limited to those responsibilities which are critical to the achievement of the Department’s objectives.

The development of key accountabilities for inclusion in performance agreements involves selecting performance criteria derived from a combination of both position specific and generic responsibilities. These job goals will define an Executive’s primary aim and objective(s) and should reflect the essence of the position.

Generic accountabilities are based on objectives, special projects and initiatives derived from the Corporate Plan and provide a broad guide to your areas of corporate priority and importance.
The more closely these accountabilities are linked with the achievement of corporate accountabilities, the greater the potential contribution to increasing organisational effectiveness.

Position specific key accountabilities are derived from an analysis of the position description. These accountabilities play an important role in a performance agreement because of their ability to identify how an Executive will add value to the organisation.

Emphasis should be placed on determining the contribution the position makes to the achievement of corporate objectives.

Undertaking this type of analysis will result in the development of a group of key accountabilities which capture the essence and priority of the position.

Accountabilities should then be categorised under the following areas of responsibility:

- Operational Management
- Strategic Initiatives, Policy and Planning
- Human Resource Management

All performance agreements must include separate EEO and EAPS accountabilities which are specific to the position and linked to the EEO Management Plan, Ethnic Affairs Policy Statement and the Corporate Plan.

To ensure that performance agreements remain manageable, it is recommended that Senior Executives have no more than 6-10 key accountabilities.

Once the key accountabilities have been agreed to, strategies to achieve these accountabilities can be determined.

**STRATEGIES**

Key accountabilities, will be expressed as broad overall responsibilities drawn from a variety of planning documents (as used above). Senior Executive’s may need to develop one or more strategies for each accountability to indicate the process by which the outcome will be achieved. It is not an essential requirement to detail strategies in the performance agreement.

**PERFORMANCE INDICATORS AND STANDARDS**

Performance Indicators and Standards are used to measure, monitor and evaluate performance.
Performance Indicator - is the measure used to establish whether the required results have been achieved. An indicator can be expressed in a variety of ways; as a percentage, index, rate or other comparison, however it is critical that it is monitored at regular intervals and compared to one or more targets. The type of indicators used in performance agreements can be both quantitative and qualitative (verifiable and descriptive). The number of indicators for accountabilities will vary depending upon the dimensions of the accountability and the type of performance information required. Generally, each accountability should be accompanied by no more than 3 indicators. The next step is to determine an acceptable level of performance.

Performance Standards - are derived from performance indicators. These can also be expressed quantitatively or qualitatively depending on the corresponding indicator. The purpose of performance standards is to establish an agreed understanding of expected results. In some cases it may be necessary to analyse past results when developing standards for future performance.

CRITICAL SUCCESS FACTORS

The achievement of key accountabilities may be influenced by unplanned events. In particular this Department’s operating environment has the potential to impact on a Senior Executive’s capacity to achieve agreed performance standards.

Critical success factors should be listed separately and where appropriate, strategies developed to address those factors.

CONSULTATION PROCESS

Once the Senior Executive has a draft performance agreement ready for discussion, a meeting with the Reviewing Officer should be arranged.

The purpose of the meeting is to discuss, negotiate and agree on the Performance Agreement document by covering the following issues:

- clarification of the Senior Executive’s role
- ensuring the role of the position is reflected in the position description and key accountabilities
- agreement on the key accountabilities chosen
- setting of priorities
- identification or negotiation of performance indicators and standards
- identification of critical success factors and where appropriate, development of strategies to account for such factors
- identification of method of independent input from stakeholders on achievement of accountabilities
- dates for progress review and annual review meetings

Refer to Attachment 2 - Sample Performance Agreement
5.2 PROGRESS REVIEW

A formal progress review will be conducted in January each year. This provides the opportunity for the Senior Executive and Reviewing Officer to review the Performance Agreement and provide feedback on performance. Other progress reviews may be undertaken throughout the year if required.

Each Senior Executive should submit to their Reviewing Officer a report of achievements over the preceding 6 month period. Performance should be assessed against each key accountability in the Performance Agreement. It is important that both the Senior Executive and the Reviewing Officer participate in the progress review.

Feedback on the results of the progress review will be provided in writing to the Senior Executive.

Where a difference of opinion in performance arises, a second meeting should be held to try and resolve any differences. Should problem resolution not be achieved, the matter should then be referred to the Commissioner for grievance mediation.

Progress reviews allow the Senior Executive and the Reviewing Officer to address any concerns promptly and ensures negative outcomes are not raised for the first time at the Annual Review Meeting.

5.3 THE ANNUAL PERFORMANCE REVIEW

The Annual Review provides an opportunity for the assessment of performance over the past 12 months. This review forms the basis of decisions to be made in relation to implications of contract renewal (where appropriate), level of remuneration and Executive development requirements.

Prior to the Annual Review, a self assessment of achievements over the past 12 months should be undertaken. The extent to which the performance targets have been met, taking into account their relative importance, and any factors which may have influenced the achievement of those outcomes, should all be considered. The Reviewing Officer should also undertake this type of assessment. Peer and stakeholder views should be obtained on performance over the agreement period. Only after full consultation and discussion between the Senior Executive and Reviewing Officer, will assessment be made of the level of overall performance.

The annual review will focus on the measurement of performance against the agreed performance indicators and targets.

If shortfalls in performance are identified, possible reasons for the shortfall need to be identified and examined. In reviewing performance it may be found that the original performance targets are inappropriate or have been superseded. In such an instance targets will need to be adjusted to reflect the change if they are to be used in future Performance Agreements. Alternatively, a gap in the level of skill, knowledge or experience may be identified. The Senior Executive's needs should be identified and appropriate remedial action should be planned and implemented. Should performance substantially exceed agreed standards, this will be acknowledged and rewarded. Arrangements should be made with reviewers to ensure that action will be taken to remedy any shortfalls or acknowledge any exceptional behaviour.
5.4 ASSESSMENT, DECISIONS AND DEVELOPMENT PLANS

Performance against the agreed standards will be assessed and a decision on rewards or sanctions will be made based on the overall performance rating. This overall rating, is designed to encourage the exchange of constructive feedback. The rating categories are as follows:-

* OUTSTANDING PERFORMANCE

Your performance has consistently and substantially far exceeded the expectations and results agreed upon. It is recognised within the Agency as a model of excellence in this particular area. You have made significant contributions towards achieving corporate outcomes and priorities.

* CREDITABLE PERFORMANCE

Performance has exceeded the agreed standards. Your performance has fully met requirements agreed to in your Performance Agreement at all times, with your performance going beyond those requirements on major projects/tasks.

* COMPETENT PERFORMANCE

Your performance has fully met the targets agreed upon in the performance agreement.

* MARGINAL PERFORMANCE

Although your fundamental job requirements have been met, your level of performance has not been in keeping with that normally expected of an SES officer. There is clearly need for remedial action to enhance your skills and to strive for higher levels of performance in the future.

* UNACCEPTABLE PERFORMANCE

Your performance has been below expectations and has not met the basic standards and fundamental job requirements. Action to remedy performance will be implemented. Agreement must be reached on action to remedy performance and implications for contract renewal/non renewal.

Assessment based on these ratings will be made about the renewal/non renewal of your Contract of Employment (if appropriate) and the remuneration level. An increase in remuneration, in line with current Government policy, is at present limited to a level within a Senior Executive’s current remuneration range. All assessments on performance will only be made after careful review and consideration.

Once recommendations are finalised, a new Performance Agreement can then be negotiated with revised accountabilities, performance indicators and targets. This new Agreement will be linked to the Corporate and Strategic Plans and take into account the results of the performance assessment.
5.5 GRIEVANCE MEDIATION

Grievances can arise when differences in opinion, between a Senior Executive and the Reviewing Officer occur over the level of performance demonstrated throughout the review period.

In the first instance, these differences should be resolved internally and in consultation with the Reviewing Officer and the Commissioner. In the event that these differences cannot be promptly resolved or that the reviewing officer is the Chief Executive or Minister, it may be beneficial to invite a third party, perhaps an independent Chief Executive, to participate in a panel discussion. This type of independent input is useful in obtaining an objective opinion on issues of a problematic nature.

If the disagreement cannot be resolved through this internal mechanism, the matter may be referred to the independent SES Grievance Mediator. The SES Grievance Mediator cannot veto decisions made by the Commissioner but may be able to suggest an alternative course of action. The Mediator may be contacted through the SES Unit in the Premier's Department on 228 5222.

6. TRAINING AND DEVELOPMENT

COMPULSORY REQUIREMENTS

All Senior Executives will be required to participate in a training program designed to enhance their skills in planning, reviewing and evaluating performance. Action is currently being undertaken to obtain an external specialist to conduct the initial training.

Training in performance management will incorporate the following:-

* Background to performance management within the Department and Public and Private Sectors;

* Development of performance agreements including the development of key accountabilities, performance indicators and standards, integrating EEO and EAPS accountabilities;

* Inclusion of an central agency requirements in performance agreements (e.g. EEO, EAPS);

* Government and Departmental financial processes;

* Performance evaluation - progress and annual performance reviews;

* Assessments, Decisions and Development Plans;

* Grievance Mediation.
Training will commence as soon as the Department’s Senior Executive Performance Management system is accredited.

Emphasis initially will be placed on training Executives in the development of performance agreements. It is anticipated that executives will spend one day training in this area and will be required to participate in practical sessions. Once Performance Agreements are developed, further training in other areas of the Performance Management System will be compulsory for Senior Executives, and ideally will be held within 3 months.

IDENTIFIED NEEDS

Where training and development needs are identified as part of the review process it may be necessary to engage external specialists or arrange placements in appropriate external courses if needs are unable to be met internally. Time frames in which training will take place will be determined between the Senior Executive and Reviewing Officer.

Subject to the availability of a suitable training program, training should be provided prior to the next scheduled performance review.

7. ADMINISTRATION

7.1 MANAGEMENT OF RECORDS

CONTRACTS

Contracts for all SES officers will be signed by the Senior Executive Officer and the Commissioner (C.E.O.). The Commissioner’s contract will be signed by the Minister. The Senior Executive will receive a signed copy of the contract for personal reference and the original document will be filed on individual contract files and retained confidentially in the Department’s SES Unit.

PERFORMANCE AGREEMENTS

Performance Agreements will be signed by the Senior Executive and the Reviewing Officer. The Senior Executive will receive a signed copy of the agreement for personal reference. The original document and any documentation related to performance review will be filed on individual performance agreement files and retained confidentially in the Department’s SES Unit. Naturally, the Reviewing Officer and the Commissioner will have access to the documents retained on this file at any time.
### 7.2 REVIEWING OFFICER

In this Department the Reviewing Officers for Senior Executives will be consistent with the Department's organisation structure (Attachment 3) as follows:

<table>
<thead>
<tr>
<th>REVIEWING OFFICER</th>
<th>SENIOR EXECUTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minister</td>
<td>Commissioner (CEO)</td>
</tr>
<tr>
<td>Commissioner</td>
<td>Deputy Commissioner</td>
</tr>
<tr>
<td>Deputy Commissioner</td>
<td>Assistant Commissioner, Operations</td>
</tr>
<tr>
<td></td>
<td>Assistant Commissioner</td>
</tr>
<tr>
<td></td>
<td>Personnel &amp; Education</td>
</tr>
<tr>
<td></td>
<td>Assistant Commissioner</td>
</tr>
<tr>
<td></td>
<td>Support Services</td>
</tr>
<tr>
<td></td>
<td>Director</td>
</tr>
<tr>
<td></td>
<td>Co-ordination Planning &amp; Policy</td>
</tr>
<tr>
<td>Assistant Commissioner</td>
<td>Director</td>
</tr>
<tr>
<td>Operations</td>
<td>Corrective Services Industries</td>
</tr>
<tr>
<td></td>
<td>Regional Commanders (Regions)</td>
</tr>
<tr>
<td>Assistant Commissioner</td>
<td>Director</td>
</tr>
<tr>
<td>Personnel &amp; Education</td>
<td>Personnel Services</td>
</tr>
<tr>
<td></td>
<td>Corrective Services Academy</td>
</tr>
<tr>
<td>Assistant Commissioner</td>
<td></td>
</tr>
<tr>
<td>Support Services</td>
<td>Director</td>
</tr>
<tr>
<td></td>
<td>Financial Services</td>
</tr>
<tr>
<td></td>
<td>Legal Services</td>
</tr>
</tbody>
</table>
8. GLOSSARY OF TERMS

Accountabilities - Are the criteria upon which executive performance is based and are generally derived from the specific position and corporate related responsibilities.

Annual Performance Review - The annual evaluation of performance.

Business Plans - Are a document developed by each Correctional Centre/Branch detailing objectives, projects, targets for a 12 month period.

Chief Executive Officer (CEO) - Refers to the Commissioner of Corrective Services.

Contract of Employment Is a legal document which sets out the employment conditions of Senior Executive Service Officers.

EEO Equal Employment Opportunity

EAPS Ethnic Affairs Policy Statement

Generic Accountabilities - Are developed from those responsibilities which are common to all SES positions and are determined by legislative requirements, the Corporate Plan and Departmental policies.

Grievance - Is a formal complaint by a Senior Executive against a decision made by the Reviewing Officer and/or Commissioner.

Performance Indicator - Defines how the success of the Senior Executive’s accountabilities will be measured.

Performance Standard - Specifies the level of performance to be achieved. Progress review - can be a formal or informal review of executive performance at designated times over the annual performance management cycle.
OVERVIEW OF THE DEPARTMENT’S PLANNING & PERFORMANCE MANAGEMENT CYCLE

January - March

- Quarterly plan report (January)
- SES progress review (January)

October - December

- Quarterly Strategic Plan Report (Oct)
- Business Plans submitted (Nov)
- Preparation of Budget Enhancements (Dec)

April - June

- Quarterly Plan Report (Apr)
- Commissioner’s Annual Performance Review (May)
- Develop Commissioners Performance Agreement (May - June)
- Review Corporate & Strategic Plans (June)

July - September

- SES Annual Performance Review
- Performance and Results reported for Annual Report (July)
- Business Plans adjusted following budget allocation (July - Aug)
- New SES Performance Agreements Developed (July - Aug)
- Commissioner’s report to Minister on SES Performance (July - Aug)
- Business Plan reviews commence (Sept)
CONFIDENTIAL

NSW DEPARTMENT
OF CORRECTIVE SERVICES

SES PERFORMANCE
AGREEMENT

SENIOR EXECUTIVE ........................................................................................................

POSITION......................................................................................................................

REVIEWING OFFICER.................................................................................................

POSITION......................................................................................................................

The parties agree to review performance in accordance with the procedures set out in
the Department’s Senior Executive Performance Management System.

This agreement is for the period

......................................................... to .................................................................

.........................................................
Senior Executive

.........................................................
Reviewing Officer

Date: ......................................................... Date: .........................................................
PERFORMANCE AGREEMENT

The Mission of the Department of Corrective Services is

"To Protect the community by managing prisoners in an environment which is safe, secure, fair and humane and to actively encourage personal development through correctional programs.

To enable the Department to fulfil its mission, a number of specific objectives have been determined:

CORPORATE OBJECTIVES

PRISONER MANAGEMENT

To manage prisoners through the interactive prisoner management model and in accordance with prescribed requirements and minimum standards.

PRISONER DEVELOPMENT

To provide development programs which are designed to prepare prisoners to lead law abiding lives.

RESOURCE MANAGEMENT

To ensure that assets are planned and managed, and corporate services provided, to achieve the Corporate Objectives.

STAFF AND THE ORGANISATION

To ensure sufficient skilled and qualified staff to achieve the Corporate Objectives in a committed, responsible manner.

WORK PRACTICES

To provide equality of opportunity and a safe work environment for all staff.
In drawing up performance agreements, key accountabilities should be grouped into the following three categories. Within these categories, Senior Executives address objectives which are specific to their span of responsibility and facilitate the achievement of the Corporate Plan and the Commissioner's performance agreement.

The categories will be as follows:

**Operational Management** -
- those activities which relate to the everyday performance of the Department’s functions;
- financial management.

**Strategic Planning** -
- includes policy development and implementations;
- forward planning for organisational development, future directions with regard to deployment of Department of resources etc.

**Human Resource Management** -
- management of staff allocation, including selection, training, development, appraisal and promotion of staff, EEO and EAPS.

**CRITICAL SUCCESS FACTORS**
NSW DEPARTMENT OF CORRECTIVE SERVICES
SAMPLE SES PERFORMANCE AGREEMENT

This Agreement sets out the performance criteria for the position of ......................... and the performance indicators which will be used to access accomplishment of the Officer’s key accountabilities.

<table>
<thead>
<tr>
<th>KEY ACCOUNTABILITY</th>
<th>STRATEGY/ACTION PLAN</th>
<th>PERFORMANCE INDICATORS</th>
<th>PERFORMANCE STANDARDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATIONAL DATA MANAGEMENT</td>
<td>* Develop and maintain effective response to emergencies such as riots and hostage situations rapidly and with minimum risk.</td>
<td>* Speedy response to crisis situations.</td>
<td>* 75% of crisis situations resolved within (timeframe) with no property damage or injury or prisoners.</td>
</tr>
<tr>
<td></td>
<td>* Maintain system of spot security inspection checks of equipment and facilities.</td>
<td>* Reduction in malfunction of equipment.</td>
<td>* Decrease in damage and out of service equipment, ie maintenance of equipment.</td>
</tr>
<tr>
<td></td>
<td>* Investigate corruption and organised criminal activities by inmates and allegations of misconduct by staff.</td>
<td>* Further decentralisation of investigations.</td>
<td>* Investigations decentralised to Goulburn and Bathurst by 2?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>* positive contribution made.</td>
</tr>
</tbody>
</table>