**Executive performance and development agreement and assessment 2025–26**

**Name:**

**Agency:**

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| **Agreement** |
| Signed[Insert Name][Insert title]Date: | Endorsed[Supervisor’s name][Supervisor title]Date: | Supervisor’s comments |
| Approved Name[Chief Executive Officer or delegate]Date: |

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| **Mid-year review** |
| Signed[Insert Name][Insert title]Date: | Approved[Supervisor’s name][Supervisor title]Date: | Supervisor’s comments [ ]  Developing [ ]  Meets [ ]  Exceeds |
| **End of year assessment** |
| Signed[Insert Name][Insert title]Date: | Endorsed[Supervisor’s name][Supervisor title]Date: | Supervisor’s comments [ ]  Developing [ ]  Meets [ ]  Exceeds |
| **Final recommendation and approval** |
| Delegate’s comments [ ]  Developing [ ]  Meets [ ]  Exceeds | ApprovedName[Chief Executive Officer or delegate]Date: |

**Assessment ratings:**

**Developing –** Some perform objectives not met; Performance may have been adversely impacted by circumstances outside the control of the SES or by their decision-making or behaviours.

**Meets –** Performance objectives achieved, although achievement of some KPIs may be marginal owing to circumstances outside the control of the SES; Behaviours demonstrate integrity, are respectful and build trust and align with the public sector principles.

**Exceeds –** All performance objectives achieved to a high level with some key result areas exceeding expectations; Behaviours exemplify integrity, are respectful and build trust and align with public sector principles.

## Part A – Executive leadership performance plan

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| **Objective 1: Sector Stewardship**Your manager will address this objective in their PDA. Consider how you will support them in collaborating with key stakeholders in all sectors to deliver outcomes. |
| **Describe what success looks like:** *(tailor these examples, and add role-specific outcomes)***Examples:*** consult and collaborate on cross-sector initiatives or actions particularly to support the government’s [objectives for the community](https://www.qld.gov.au/about/how-government-works/objectives-for-the-community).
* Demonstrated leadership accountability and shared responsibility for a sector-wide workforce characterised by equity, diversity, respect, and inclusion. This should also include obligations to reframe the relationship with Aboriginal peoples and Torres Strait Islander peoples.
* actively support a public sector culture that respects, protects and promotes human rights.

**KPIs and/or evidence to support the objective** |
| **Mid-year review comments:**Outcomes:Behaviours: |
| **Mid-year review self-assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds | **Mid-year review supervisor assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds |
| **End of year achievements:** (include evidentiary sources)Outcomes:Behaviours: |
| **End of year review self-assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds | **End of year review supervisor assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds  |

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| **Objective 2: Portfolio priorities**Your manager will address this objective in their PDA. Consider how you will support them to deliver key portfolio initiatives.  |
| **Describe what success looks like:** *(tailor these examples, and add role-specific outcomes)***Examples:*** demonstrating timely and effective delivery of Government Election Commitments, Charter Letter Commitments and other agreed priorities.

**KPIs and/or evidence to support the objective** |
| **Mid-year review comments:**Outcomes:Behaviours: |
| **Mid-year review self-assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds | **Mid-year review supervisor assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds |
| **End of year achievements:** (include evidentiary sources)Outcomes:Behaviours: |
| **End of year review self-assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds | **End of year review supervisor assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds  |

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| **Objective 3: Business outcomes**Your manager will address this objective in their PDA. Consider how you will support them in delivering measurable and impactful results. |
| **Describe what success looks like:** *(tailor these examples, and add role-specific outcomes)***Examples:*** delivery of strategic priorities, as set out in key departmental plans such as the strategic plan, workforce plan and equity and diversity plan.
* effective, efficient and appropriate management of public resources while ensuring appropriate accountability for ethical standards and effective management and leadership of human resources
* key projects delivered.

**KPIs and/or evidence to support the objective*** Demonstrated reduction in duplicative business and/or effort within the department
 |
| **Mid-year review comments:**Outcomes:Behaviours: |
| **Mid-year review self-assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds | **Mid-year review supervisor assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds |
| **End of year achievements:** (include evidentiary sources)Outcomes:Behaviours: |
| **End of year review self-assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds | **End of year review supervisor assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds  |

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| **Objective 4: Financial management**Your manager will address this objective in their PDA. Consider how you will support them in ensuring accountability in resource use. |
| **Describe what success looks like:** *(tailor these examples, and add role-specific outcomes)***Examples:*** services delivered within overall budget appropriation, including revenue, operating expenses and funded, controlled FTE positions – Budget Paper 2.
* establishing and implementing workforce and human resources planning and practices linked to the organisation’s strategic plan.
* a high standard of practice through governance and risk management.
* Developed level of business continuity resilience focusing on responding and adapting to the complex and changing environment.

**KPIs and/or evidence to support the objective** |
| **Mid-year review comments:**Outcomes:Behaviours: |
| **Mid-year review self-assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds | **Mid-year review supervisor assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds |
| **End of year achievements:** (include evidentiary sources)Outcomes:Behaviours: |
| **End of year review self-assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds | **End of year review supervisor assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds  |

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| **Objective 5: People and culture**Your manager will address this Objective in their PDA. Consider how you will support them in promoting a positive workplace environment. |
| **Describe what success looks like:** *(tailor these examples, and add role-specific outcomes)***Examples:*** foster a respectful and inclusive workplace culture in which all employees feel safe, valued, accepted and supported at work and can participate equally and free from unlawful discrimination.
* ensure the organisation’s training programs, policies and practices specifically promote and support a culture of equity, diversity, respect and inclusion and build a culturally capable workplace.
* drive a culture of integrity by championing the highest standards of ethical behaviour.
* positive performance management principles integrated into management practices and policies at all levels of the organisation.
* demonstrate a visible and proactive commitment to health, safety, addressing psychosocial hazards and workplace wellbeing.

**KPIs and/or evidence to support the objective** |
| **Mid-year review comments:**Outcomes:Behaviours: |
| **Mid-year review self-assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds | **Mid-year review supervisor assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds |
| **End of year achievements:** (include evidentiary sources)Outcomes:Behaviours: |
| **End of year review self-assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds | **End of year review supervisor assessment:**[ ]  Developing [ ]  Meets [ ]  Exceeds  |

## Part B - Executive development and behaviours plan

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| **Executive leadership development** |
| Consider your development priorities through the lens of the [Leadership competencies for Queensland](https://www.forgov.qld.gov.au/leadership-competencies-queensland). You are encouraged to think beyond courses and conferences for your development. Consider seeking out experiences, particularly those that involve significant personal challenge and bring opportunities for reflective learning. Mobility opportunities in other agencies or within your own organisation, and coaching and mentoring are value development opportunities that can contribute to a system-wide impact. You may seek out a coach or mentor for yourself, as well as offer to coach or mentor an emerging leader. For more ideas and suggestions about fit-for-purpose learning and development opportunities, view [career development](https://www.forgov.qld.gov.au/recruitment-performance-and-career/career-development/leadership-courses-for-government-employees/executive-leadership-programs).During the year, we suggest you * Identify and detail 3–4 areas for development and document below
* Recognise, reflect and take necessary action on individual performance strengths and development areas.
* Actively plan and engage in development activities that support individual performance and development.
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| **Development area** | **Actions to improve development area** | **Timeframe** | **On balance rating** |
|  |  |  | **Mid year review self-assessment:**[ ]  Mature [ ]  Proficient [ ]  Developing**End of year self-assessment:**[ ]  Mature [ ]  Proficient [ ]  Developing |
|  |  |  | **Mid year review self-assessment:**[ ]  Mature [ ]  Proficient [ ]  Developing**End of year self-assessment:**[ ]  Mature [ ]  Proficient [ ]  Developing |
|  |  |  | **Mid year review self-assessment:**[ ]  Mature [ ]  Proficient [ ]  Developing**End of year self-assessment:**[ ]  Mature [ ]  Proficient [ ]  Developing |

**Assessment ratings: Mature** - Consistently exceeds expectations; demonstrates expertise, independence and leadership; coaches and mentors others; **Proficient** - Meets development goals consistently; applies skills effectively with occasional guidance; **Developing** - Building skills and knowledge; requires support and coaching to progress towards development goals.

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| **Executive leadership behaviours** |
| Self-awareness is essential for understanding your behaviour and recognising its impact on both your performance and that of your team. Enhance your leadership capabilities by actively seeking feedback and reflecting on your actions.During this cycle, we recommend you:* Identify and describe three key behaviours that exemplify leadership and stewardship within the sector.
* Actively seek feedback, engage in performance discussions, and remain open to opportunities for personal growth and improvement.
* Participate in a feedback process involving internal and external stakeholders to help identify and refine the behaviours outlined above.
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| **Leadership Behaviour** | **On balance rating** |
| **Short title**Description of the behaviour | **Mid year review self-assessment:**[ ]  Mature [ ]  Proficient [ ]  Developing**End of year self-assessment:**[ ]  Mature [ ]  Proficient [ ]  Developing |
| **Short title**Description of the behaviour | **Mid year review self-assessment:**[ ]  Mature [ ]  Proficient [ ]  Developing**End of year self-assessment:**[ ]  Mature [ ]  Proficient [ ]  Developing |
| **Short title**Description of the behaviour | **Mid year review self-assessment:**[ ]  Mature [ ]  Proficient [ ]  Developing**End of year self-assessment:**[ ]  Mature [ ]  Proficient [ ]  Developing |

**Assessment ratings: Mature** - Consistently exceeds expectations; demonstrates expertise, independence and leadership; coaches and mentors others; **Proficient** - Meets development goals consistently; applies skills effectively with occasional guidance; **Developing** - Building skills and knowledge; requires support and coaching to progress towards development goals.