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|  | Chief executive performance and development agreement |
|  | Agreement and assessment template for 2025 and 2026 |

# Chief executive name:

# Name of Entity:

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| Endorsement and approval |

# Performance agreement

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| --- | --- |
| Signed | Endorsed |
| [Insert name]  Chief Executive  Date: | [Minister’s name]  Minister  Date: |
| Approved  [Premier’s delegate] | Director-General  Department of the Premier and Cabinet  Date: |

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| Endorsement and approval |

# Mid-cycle 12-month performance review

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| Signed | Endorsed |
| [Insert name]  Chief Executive  Date: | [Minister’s name]  Minister  Date: |
| Exceeds  Meets  Developing | Minister’s comments |

# End of two-year cycle performance assessment

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| Signed | Endorsed |
| [Insert name]  Chief Executive  Date: | [Minister’s name]  Minister  Date: |
| Exceeds  Meets  Developing | Minister’s comments |

# Final recommendation and approval

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| Signed | Endorsed |
| Exceeds  Meets  Developing | **Delegate’s comments** |
| Approved  [Premier’s delegate] | Director-General  Department of the Premier and Cabinet  Date: |

# A note about your agreement

Developing your chief executive (CE) performance agreement is designed to support your individual performance and development. The template is designed to be straightforward, streamlined and should be completed by CEs.

## How to complete your agreement and periodic performance assessment

Your agreement sets out the performance expectations – objectives and behaviours – to which you will be held accountable. The agreement is separated into two parts

* Part A – CE performance plan
* The objectives are pre-populated with standard Key Performance Indicators (KPIs) that are common to all CEs.
* Please add objectives that are high-level agency-specific priorities to support what success looks like for you. This may include how you will achieve your objectives, mitigation strategies and/or milestones.
* Your additions to the template should focus on adding objectives that are relevant to your agency priorities and align with expectations of your Minister.
* Part B – CE Behaviour and development plan
* This should be populated with the behaviours identified to focus on during the cycle.
* This should be populated with areas for development over the duration of the cycle as well as options to support the development
* The PSC will utilise the information contained in Part B to customise the development offerings for the CEs.

Your agreement is not a re-statement of your agency’s strategic plan or Ministerial charter letter. The agreement is not meant to be exhaustive, so keep it focused on higher-order outcomes that are top-of-mind for you when you think about what it means to be effective in your role.

The performance process is designed around self-reflection, stakeholder feedback and continuous improvement. These are built into the process at the mid-cycle and end-of-cycle assessments. Information on rating scales for use at assessment is set out below.

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| Ratings | Description |
| 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. |
| Meets | * Performance objectives achieved, although achievement of some key result areas may be marginal owing to circumstances outside the control of the CE. * Behaviours demonstrate integrity, are respectful and build trust and align with the public sector principles. |
| Developing | * Some performance objectives not met. * Performance may have been adversely impacted by circumstances outside the control of the CE. * Performance may have been adversely impact by their decision-making or behaviours. |

## Further guidance

Further information about the CE performance agreement and process is set out in the [*Chief executive performance framework*](https://www.forgov.qld.gov.au/__data/assets/pdf_file/0024/609900/chief-executive-performance-framework-july-2025.pdf)*.*

# Part A – CE performance plan

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| Objective 1: Sector stewardship | |
| Describe what success looks like   * Alignment with guidelines for purposeful public sector stewardship. * Demonstrated leadership accountability and shared responsibility for cross-agency actions in support of the Government objectives for the community and shared sector-wide priorities. * 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.   KPIs (evidence to support your achievements against this objective) | |
| Mid cycle performance review comments  Outcomes:  Behaviours: | **Mid-cycle review self-assessment:**  Exceeds  Meets  Developing |
| End of year achievements (include evidentiary sources)  Outcomes:  Behaviours: | **End of cycle** **self-assessment:**  Exceeds  Meets  Developing |

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| Objective 2: Portfolio priorities | |
| Describe what success looks like   * Demonstrated progress towards the implementation of Government Election Commitments, Charter Letter Commitments and other priorities as agreed with Minister/s   KPIs and/or evidence to support the objective | |
| Mid cycle performance review comments  Outcomes:  Behaviours: | **Mid cycle review self-assessment:**  Exceeds  Meets  Developing |
| End of year achievements (include evidentiary sources)  Outcomes:  Behaviours: | **End of cycle** **self-assessment:**  Exceeds  Meets  Developing |

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| Objective 3: Business outcomes | |
| Describe what success looks like   * Managing the department in a way that promotes the effective, efficient and appropriate management of public resources while ensuring appropriate accountability for ethical standards and effective management and leadership of human resources.   KPIs and/or evidence to support the objective   * Management of appropriate settings provided for via CBRC and budget outcome letters * Demonstrated reduction in duplicative business and/or effort within the department | |
| Mid cycle performance review comments  Outcomes:  Behaviours: | **Mid cycle review self-assessment:**  Exceeds  Meets  Developing |
| End of year achievements (include evidentiary sources)  Outcomes:  Behaviours: | **End of cycle** **self-assessment:**  Exceeds  Meets  Developing |

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| Objective 4: Financial management | |
| Describe what success looks like   * Deliver services within overall budget appropriation, consistent with Budget Paper 2. * Embed fit-for-purpose governance and risk management.   + - Align workforce planning to agency strategic planning.     - Achieve value for money in procurement spend, in alignment with the Queensland Procurement Policy and supporting policies (such as on time payments).   KPIs and/or evidence to support the objective   * Achieve Queensland Audit Office (QAO) end of financial year audit unqualified result. * Demonstrate a reduction in consultancy expenditure. | |
| Mid cycle performance review comments  Outcomes:  Behaviours: | **Mid cycle review self-assessment:**  Exceeds  Meets  Developing |
| End of year achievements (include evidentiary sources)  Outcomes:  Behaviours: | **End of cycle** **self-assessment:**  Exceeds  Meets  Developing |

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| Objective 5: People and culture | |
| Describe what success looks like   * Drive a culture of performance and integrity by modelling the highest standards of ethical behaviour. * Build a strong talent pipeline at all levels of the organisation. * Proactively champion employee wellbeing, psychosocial safety, diversity, respect, inclusion, cultural capability and human rights. * Drive improved employee engagement and organisational culture with the use of Working for Queensland survey results.   KPIs and/or evidence to support the objective   * The implementation or continued management of strategies to maximise natural attrition | |
| Mid cycle performance review comments  Outcomes:  Behaviours: | **Mid cycle review self-assessment:**  Exceeds  Meets  Developing |
| End of year achievements (include evidentiary sources)  Outcomes:  Behaviours: | **End of cycle** **self-assessment:**  Exceeds  Meets  Developing |

# Part B: CE development and behaviours plan

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| CE leadership development | | | | |
| During the cycle, 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. | | | | |
| Development area | **Actions to improve development area** | **Timeframe** | **On balance rating** |
|  |  |  | **Mid cycle review self-assessment:**  Mature  Proficient  Developing  **End of cycle self-assessment:**  Mature  Proficient  Developing |
|  |  |  | **Mid cycle review self-assessment:**  Mature  Proficient  Developing  **End of cycle self-assessment:**  Mature  Proficient  Developing |
|  |  |  | **Mid cycle review self-assessment:**  Mature  Proficient  Developing  **End of cycle self-assessment:**  Mature  Proficient  Developing |
|  |  |  | **Mid cycle review self-assessment:**  Mature  Proficient  Developing  **End of cycle self-assessment:**  Mature  Proficient  Developing |

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| CE leadership behaviours | |
| During the cycle, we suggest you   * List and provide a description of 3 behaviours required to represent the sector as a leader and steward. * Actively seek feedback, participate in performance conversations, and be receptive to opportunities to improving leadership behaviour. * Participation in feedback processes with internal and external stakeholders that will support the identification of behaviours for below. | |
| Leadership Behaviour | **On balance rating** |
| Short title  Description of the behaviour | **Mid cycle review self-assessment:**  Mature  Proficient  Developing  **End of cycle self-assessment:**  Mature  Proficient  Developing |
| Short title  Description of the behaviour | **Mid cycle review self-assessment:**  Mature  Proficient  Developing  **End of cycle self-assessment:**  Mature  Proficient  Developing |
| Short title  Description of the behaviour | **Mid cycle review self-assessment:**  Mature  Proficient  Developing  **End of cycle self-assessment:**  Mature  Proficient  Developing |