A multi-function, multi-disciplinary business enterprise

Corporate Policies & Procedures

**CPP702**
**DEVELOPING A PERFORMANCE FRAMEWORK**

# TABLE OF CONTENTS

## Note:

The information contained in this document is to be used for training purposes only and is not representative of any real individual organisation. The information contained here comes from uncontrolled documents located from sources over the internet. The intention is to give you a learning experience in this simulated environment that you may be required to undertake as an employee, supervisor or manager in a real organisation in the future.

Therefore, only use this information to complete the activities and requirements expected of you in your training program with us.

CPP702 Developing a Performance Framework            Page 2
I:\CEG - Training Partnerships\Training Resources\Updated Training Resources 2014\CEG Frontline
Management Online \Intranet Documents\CPP702 Developing a Performance Framework.doc
           Version 1   210715      Revision Date: 210716

# THE ROLE OF THE PERFORMANCE PLAN

## Setting the scene

Development of a performance plan happens at the beginning of the performance cycle or on commencement in a new role. It's an opportunity to set the scene and plan by discussing and agreeing:

- outputs, projects and deliverables – what you are going to do
- conduct and behaviour – how you are going to do it
- knowledge and skills – that you need to do on the job.

This provides a solid foundation for ongoing discussion, review and assessment of performance (see below diagram which outlines the process):
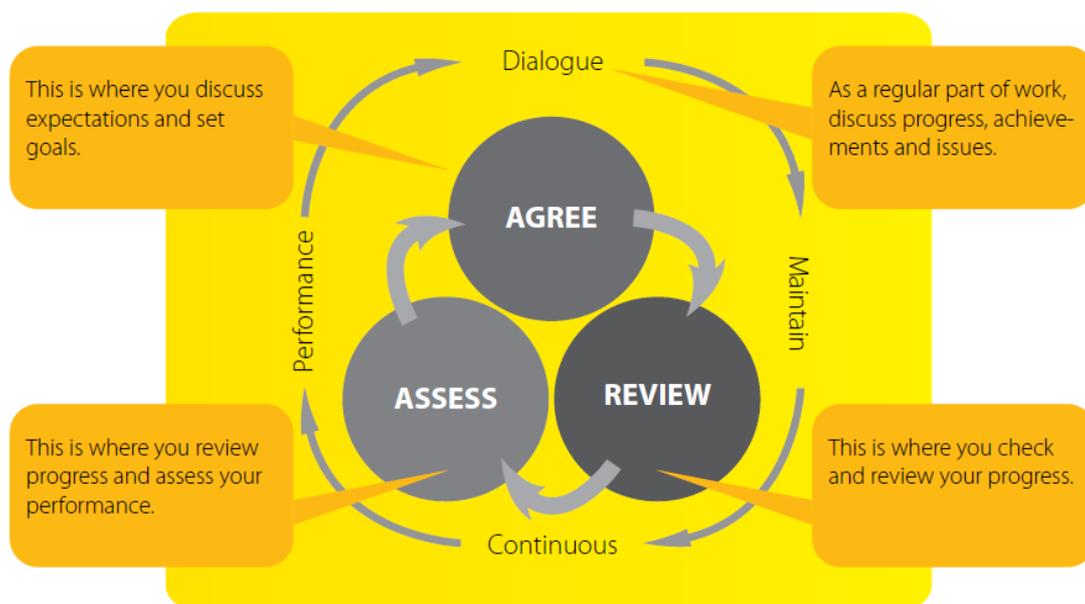


We discuss work and provide feedback regularly in the course of our work, not just at scheduled times in the performance cycle.

### Focus is on the discussion

The most important part of this process is the discussion between you and your manager. The focus should be on taking the time to have a meaningful and effective discussion.

The *Template for Recording the Outcomes of Performance Discussions* is where you can keep a record of the key points and what has been agreed.

What do we get from a performance planning discussion?

An effective and meaningful performance planning discussion should lead to a shared and agreed understanding between a Manager / Supervisor and the staff member or team about:

- what needs to be done and achieved (main tasks, projects or deliverables)
- how work will be done (what behaviour the staff member or team will use or develop while they are at work ie: collaboration)
- what support is required (skills and knowledge that need to be developed further so that the staff member can achieve what they have agreed to in the plan and how these will be addressed)
- what good performance looks like (specific things we will see when it's all going well ie: consulting fully with colleagues and experts when writing a policy, an important deadline met, fewer customer/ service user complaints on avoidable matters)
- clarity on how and when further discussion about performance will happen (ie: "we will discuss what is going well or not going well at work as and when it happens and we will meet again in six months to formally review the plan").

The documented plan becomes the recorded agreement between an employee and their manager about the above.

Team based performance plans

Some workplaces take a team based approach to development of a performance plan in circumstances where there is a large team with a low staff to manager ratio. Alternatively, other workplaces may use team plans in addition to their individual performance plans.

In these cases, meaningful discussion amongst the team, led by the manager or supervisor is still very important. If you are a manager or supervisor and would like further guidance regarding performance planning with Teams; refer to *'Having Performance Management and Development Discussions with Teams'* in this guidance series.

It is important that everyone in the team knows what is expected of them, that they have a sense of ownership and that they commit to achieving what has been agreed to in the team plan.

## How do you develop a performance plan?

The performance plan is a record of your performance planning discussion. The best way to develop a meaningful and useful plan is with an effective discussion.

The most effective performance planning discussions are 'two-way'. This is where you and your manager (or your team and your manager) exchange views, ask questions and develop a shared and agreed understanding.

To have a two-way discussion both people need to prepare beforehand. The key steps we use at *CEG Resources* are found in the table below:

## Developing a Performance Plan

| | |
|---|---|
| Prepare for the discussion | You may want to review documents that provide information on your role AND/OR plans which relate to your wider workplace, such as:<br>• your job description or recruitment information (if they are recent or up-to date)<br>• strategic plans such as the Canberra Plan<br>• your divisional, branch or team business plan |
| | Reflect on what you need and want to discuss. Why not think about:<br>• What do you enjoy about your job? What do you like least or find most challenging about your job?<br>• What are your career goals? What do you need to do to work towards these goals (e.g. professional development, other work experience) and how can your manager support you?<br>• How do you prefer to be managed and receive feedback? |
| | Schedule a time and place<br>• Arrange a time and place that suits both people where it is likely there will be no interruptions and confidentiality can be maintained.<br>• Allow adequate time for the discussion. Consider the amount of time needed, this may depend on how long you have been doing the job, how long you have worked with your supervisor/manager, the level of change that has happened since the last discussion and the nature of the issues to be discussed. |
| During the Discussion | Work through the discussion prompts below, focussing on issues that you want to discuss.<br><br>During the discussion you can positively influence the discussion by:<br>• keeping honest communication going<br>• being respectful<br>• taking a positive approach and focusing on the future<br>• having realistic and reasonable expectations of each other<br>• seeking and confirming that you both understand what the other is saying by summarising key points and agreements. |
| | Confirm what has been agreed including any actions such as who will do what and by when. |
| | Decide what will be recorded and how it will be recorded. |

| Developing a Performance Plan (Cont'd) | |
|---|---|
| Following the discussion | Prepare the performance plan by recording the main points and what was agreed using the *Template for Recording Performance Discussions.* |
| | Implement what has been agreed including any follow-up actions. |
| | Continue to have performance discussions on a regular basis. |

## Tips for employees and supervisors/managers

| Employees | Supervisor / Managers |
|---|---|
| • Be clear on what you want to get out of the discussion.<br>• Be open to your supervisor/manager's views and suggestions.<br>• Check that you understand what is expected of you.<br>• Talk about what support you need and what you expect of your supervisor/manager at work. | • Be clear on what you want to get out of the discussion.<br>• Plan how you will facilitate the discussion (so you aren't doing all the talking).<br>• Communicate your expectations.<br>• Be open to the employee's views and suggestions.<br>• Check with the staff member that they understand your expectations of their performance. |

- Have reasonable expectations of each other. Take into account: each other's communication style
- how respectful you both need to be
- the availability of resources (such as input from other teams, budget considerations)
- maintaining work-life balance
- the impact of unexpected activities
- personal or external factors when appropriate.

## Discussion prompts

The discussion prompts are presented as questions to the individual employee. However supervisors / managers should be prepared to discuss their understanding and expectations in relation to the employee and their role.

Discussion prompts can be found in the table below.

| Discussion Prompts | |
|---|---|
| 1. Your outputs, projects and deliverables - what will your main work be? | • What elements of your higher level business plan will you be responsible for, or contribute to?<br>• What are your objectives, responsibilities and key activities for the year ahead?<br>• What elements of your work are you going to focus on improving this year? |
| 2. Your conduct and behaviours - how will you do your work and interact with others? | • What values or behaviours will be particularly relevant to your role?<br>• Refer to: *CEG Resources* Code of Conduct, Values and Signature Behaviours<br>• professional standards, directorate or team values or codes of conduct, if applicable<br>• In what ways are you going to improve how you do your job this year? |
| 3. Knowledge and skills - what do I need to do my job well? | • What skills and knowledge will be important to your role this year?<br>• What skills and knowledge do you need to focus on developing this year in order to do a good job?<br>• What learning and development activities will you undertake this year? Refer to How to Plan for Learning and Development.<br>• How will new skills and knowledge be shared with others?<br>• How will your new skills and knowledge be applied on the job? |
| 4. How will I know if I'm performing well? | • What constitutes good performance in your current role? (see below for tips on discussing what good performance looks like)<br>• What will be happening if you are performing well? |
| 5. Support Required | • What challenges might you experience that your manager may need to be aware of, or assist you with?<br>• What resources/support do you need to get the job done (other than learning and development activities addressed earlier)?<br>• Are there any changes to the work environment or arrangements that would assist you to do your job?<br>• How can your manager assist you to do a good job and possibly perform even better? |
| 6. Performance Discussions | • How will you and your supervisor talk about performance?<br>• When will you do this? How often will you meet? |

CPP702 Developing a Performance Framework                                    Page 7
I:\CEG - Training Partnerships\Training Resources\Updated Training Resources 2014\CEG Frontline Management Online \Intranet Documents\CPP702 Developing a Performance Framework.doc
                              Version 1   210715      Revision Date:  210716

## How much detail should we go into?

A performance development planning discussion should:
- capture the main or most important elements of work performance (not become a list of every tiny detail of an employee's working day)
- be sufficient to ensure that there is clarity for both the manager and supervisor about what is expected and required of the staff member's work performance: if either person is not clear, go into more detail.
- a performance development template document should be filled in to provide a good record for future reference.

There will be times when a more detailed discussion and performance plan is required. Eg:
- when the employee or supervisor / manager is new to their role
- where there has been significant change that impacts on the role
- when there has been different views about what has been discussed or agreed in the past
- when it has been difficult to reach agreement
- when there have been concerns about performance.

## How will I know if I'm performing well?

Describing good performance

When developing a performance plan it is important that your description of what good performance looks like is clear and specific. Doing this will provide a solid basis for feedback and assessing performance.

Why not apply a SMART approach to describing good work performance?

| Principle | What it means | Things to discuss |
|---|---|---|
| Specific | You are clear on exactly what is expected. | What? When? Where? Who? Why? How? |
| Measurable | It is possible to determine whether what is expected has been achieved. There is a process to measure it. | How many? How much time? How frequent? |
| Achievable | The expectations of work performance can be realistically achieved. | How might factors outside your control impact on your work performance? Do you have the skills/resources to achieve what you need to? |
| Relevant | The expectations are within the parameters of what you should be doing at work. | Is it consistent with your role and work/ business plan? |
| Time focussed | There is a specific timeframe or deadline. | When does it need be done by? When will it be completed? |

Here is an example of how a SMART approach can describe good work performance for an Administration Officer:

One of their main work deliverables is 'running finance reports':

S: Running the data report on branch finances every week and giving them to the Director by 12:00 midday on Wednesday.

M: I will send the data report by email so that I can check that I've sent the right information, on time.

A: I will let my manager know if I need to have some refresher training when the new software comes in.

R: I will show another colleague (in the same role as me) how to do it so I'm not the only one who knows.

T: I will put it in my diary in advance so that I don't rush it at the last minute.