



## ACTPS Performance Framework

# Getting the most out of your Performance and Development in the ACTPS

### What can performance management and development do for me?

In the ACTPS, performance management and development is about equipping all staff to do the best job they can.

Clear expectations	<ul style="list-style-type: none"> <li>I am clear about what is expected of me and am involved in deciding these expectations.</li> </ul>
Where I fit in	<ul style="list-style-type: none"> <li>I understand how my work contributes and fits in – to the team, to the Directorate, to the ACTPS and the ACT.</li> </ul>
Continuous feedback and 'no surprises'	<ul style="list-style-type: none"> <li>I receive regular feedback so that I know how I am going, what I do well and where I could do better.</li> </ul>
Learning and development	<ul style="list-style-type: none"> <li>I have the opportunity to talk about my learning and development needs and plan for meeting these needs.</li> </ul>
Career and professional development	<ul style="list-style-type: none"> <li>I have the opportunity to discuss my career or professional development aspirations and seek support as far as possible to achieve these.</li> </ul>
Support	<ul style="list-style-type: none"> <li>I get the support I need to do my job that reflects:               <ul style="list-style-type: none"> <li>» what information and resources I need</li> <li>» how I prefer to work</li> <li>» how I can use my strengths</li> <li>» how I can do things differently</li> <li>» my work-life balance.</li> </ul> </li> </ul>
Upwards feedback	<ul style="list-style-type: none"> <li>I am able to give my supervisor/manager feedback about how they manage me and the team.</li> </ul>
Shared responsibility	<ul style="list-style-type: none"> <li>I have a professional relationship with my supervisor/manager that is based on mutual trust and shared responsibility for my performance and development.</li> </ul>

Effective performance management and development is not about the formal cycle and completing the template – *it's about the discussions that happen between staff and their supervisors.*



## Preparation is key

In the ACTPS there are a number of ways you may have a performance discussion with your supervisor/manager:

<p><b>Day to day performance discussions</b></p>	<p>These are the discussions about performance that happen as part of everyday work. They involve discussion of expectations and feedback. They can be:</p> <ul style="list-style-type: none"> <li>• at anytime and informal</li> <li>• regular 'sit down' discussions about how things are going.</li> </ul>
<p><b>Performance planning and review discussions</b></p>	<p>These discussions happen at scheduled times as part of the performance cycle.</p> <ul style="list-style-type: none"> <li>• The performance planning discussion happens at the commencement of the cycle and focuses on the setting of goals and expectations.</li> <li>• Review discussions happen about half way through and at the end of the cycle and provide the opportunity to discuss how things are going.</li> </ul>

In the ACTPS performance discussions are two-way – where you and your supervisor/manager talk about your thoughts, views, ideas and options and provide each other with feedback.

To get the most out of a performance discussion the best thing you can do is be prepared.

### Think about what you want to get out of the discussion

- What do you want to talk about?
- What do you want your supervisor/manager to know?
- What do you want to know?
- What do you need from your supervisor?
- What do you want to achieve from the discussion?
- What outcome/s do you want?

### Plan what you want to contribute to the discussion

- What points will you make?
  - » *Is there a role that you are interested in taking on, do you require additional support from your supervisor, is there something that you are keen to contribute in the team?*
- What thoughts, ideas or views will you share?
  - » *Do you have an idea about improving the way work is done, a new piece of work that you could do or how you could do your job even better?*
- What questions will you ask?
  - » Do you need clarification about your role or the team's priorities, do you want to know about opportunities to do new things, are you interested in what may change over the year?

### Prepare to give, seek and receive feedback

- Refer to *The Art of Giving, Seeking and Receiving Feedback*
- What feedback will you give?
- How will you ask for feedback?
- How will you respond to feedback?

## Preparing for a performance planning discussion

Performance planning discussions happen at the beginning of the performance cycle.

Refer to Developing a Performance Plan for more detailed guidance.

<p><b>Prepare for the planning discussion</b></p>	<p>Review documents that provide context for your role in the future such as:</p> <ul style="list-style-type: none"> <li>• strategic or business plans</li> <li>• project plans</li> <li>• job description</li> </ul>
	<p>Reflect on what you need and want to discuss using the discussion (prompts outlined below).</p> <p>Think about yourself at work:</p> <ul style="list-style-type: none"> <li>• What do you enjoy about your job? What do you like least or find most challenging about your job?</li> <li>• 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?</li> <li>• How do you prefer to receive feedback?</li> </ul>
	<p>Schedule a time and place:</p> <ul style="list-style-type: none"> <li>• Arrange a time and place that suits both people where it is likely there will be no interruptions and confidentiality can be maintained.</li> <li>• 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.</li> </ul>

## Discussion prompts for the performance planning discussion

<p>1. Your outputs, projects and deliverables - what will your main work be?</p>	<ul style="list-style-type: none"> <li>• What elements of your higher level business plan will you be responsible for, or contribute to?</li> <li>• What are your objectives, responsibilities and key activities for the year ahead?</li> <li>• What elements of your work are you going to focus on improving this year?</li> </ul>
<p>2. Your conduct and behaviours - how will you do your work and interact with others?</p>	<ul style="list-style-type: none"> <li>• What values or behaviours will be particularly relevant to your role? Refer to:             <ul style="list-style-type: none"> <li>» ACTPS Code of Conduct, Values and Signature Behaviours</li> <li>» Talking about Behaviours: A Guide for ACTPS Employees and Managers</li> <li>» directorate or team values</li> <li>» professional standards or codes of conduct</li> <li>» the RED Framework.</li> </ul> </li> <li>• In what ways are you going to improve how you do your job this year?</li> </ul>
<p>3. Knowledge and skills - what do I need to do my job well?</p>	<ul style="list-style-type: none"> <li>• What skills and knowledge will be important to your role this year?</li> <li>• What skills and knowledge do you need to focus on developing this year in order to do a good job?</li> <li>• What learning and development activities will you undertake this year? Refer to How to Plan for Learning and Development.</li> <li>• How will new skills and knowledge be shared with others?</li> <li>• How will your new skills and knowledge be applied on the job?</li> </ul>
<p>4. What will good performance look like?</p>	<ul style="list-style-type: none"> <li>• What constitutes good performance in your current role? (see below for tips on discussing what good performance looks like)</li> <li>• What will be happening if you are performing well?</li> </ul>
<p>5. Support required</p>	<ul style="list-style-type: none"> <li>• What challenges may you experience that your manager may need to be aware of, or assist you with?</li> <li>• What resources/support do you need to get the job done (other than learning and development activities addressed earlier)?</li> <li>• Are there any changes to the work environment or arrangements that would assist you to do your job?</li> <li>• How can your manager assist you to do a good job and possibly perform even better?</li> </ul>
<p>6. Performance discussions</p>	<ul style="list-style-type: none"> <li>• How will you and your supervisor talk about performance?</li> <li>• When will you do this? How often will you meet (e.g. monthly, as needed)?</li> </ul>

## Preparing for a review discussion (mid or end of cycle)

Performance review discussions happen in the middle and end of the performance cycle.

Prepare for the review discussion	<p>Keep some notes along the way about:</p> <ul style="list-style-type: none"> <li>• What you have achieved?</li> <li>• Anything that stands out for you?</li> <li>• Learning and development activities (including on-the-job activities)?</li> </ul>
	<p>Reflect on what you need and want to discuss using the discussion prompts (outlined below).</p>
	<p>Schedule a time and place:</p> <ul style="list-style-type: none"> <li>• Arrange a time and place that suits both people where it is likely there will be no interruptions and confidentiality can be maintained.</li> <li>• 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.</li> </ul>

## Discussion prompts for a review discussion

<p>1. Changes</p>	<p>What changes have occurred since your last discussion in relation to:</p> <ul style="list-style-type: none"> <li>• your outputs, projects and deliverables</li> <li>• your conduct and behaviours</li> <li>• your knowledge and skills</li> <li>• what good performance looks like</li> <li>• the support you require.</li> </ul>
<p>2. What has been achieved or is on track?</p>	<ul style="list-style-type: none"> <li>• What has been completed or progressed?</li> <li>• What has been celebrated and acknowledged?</li> </ul>
<p>3. What has been done well?</p>	<ul style="list-style-type: none"> <li>• What has gone particularly well or better than expected?</li> <li>• What impact has this had?</li> </ul>
<p>4. What can be done better or areas requiring improvement?</p>	<ul style="list-style-type: none"> <li>• What hasn't gone to plan and why?</li> <li>• What isn't on track - how do we get it back on track?</li> <li>• What can be done better?</li> <li>• What areas of performance require improvement?</li> <li>• What approach is being taken or can we take to lead to improvement?</li> <li>• What follow-up is required?</li> </ul>
<p>5. Next steps</p>	<ul style="list-style-type: none"> <li>• What do we need to do to ensure everything continues to be achieved and progress well?</li> <li>• How can we continue to do things even better?</li> <li>• What follow-up action is required and how will it happen?</li> </ul>
<p>6. Summary of overall performance</p>	<ul style="list-style-type: none"> <li>• How would you summarise performance so far or over the period taking into account what was agreed about:             <ul style="list-style-type: none"> <li>» your outputs, projects and deliverables</li> <li>» your conduct and behaviours</li> <li>» your knowledge and skills</li> <li>» what good performance looks like</li> <li>» the support you required.</li> </ul> </li> </ul>

## Using questions to get the most out of performance discussions

You can use questions if:	Example questions
You are seeking feedback	<ul style="list-style-type: none"> <li>• <i>What do you think has gone well?</i></li> <li>• <i>What do you think I could have done better?</i></li> <li>• <i>What do you see as my strengths? In what areas do I need to develop?</i></li> <li>• <i>What is your perception of my ability to ...?</i></li> <li>• <i>Have you observed any change in my capacity to ...?</i></li> <li>• <i>What further improvements do you think I should focus on?</i></li> <li>• <i>In what ways could I improve?</i></li> <li>• <i>What could I do differently?</i></li> <li>• <i>What could I do more of?</i></li> <li>• <i>What could I do less of?</i></li> </ul>
You are not clear on your supervisor's/manager's expectations	<ul style="list-style-type: none"> <li>• <i>What are your expectations?</i></li> <li>• <i>What would you like to see happen?</i></li> <li>• <i>How do you see that working?</i></li> <li>• <i>Can you give me an example?</i></li> <li>• <i>Is that what you mean?</i></li> <li>• <i>What would that involve?</i></li> <li>• <i>How do you think I should go about it?</i></li> <li>• <i>How long do you think it will take?</i></li> <li>• <i>What would be the impact/outcome?</i></li> </ul>
You would like your supervisor's/manager's advice	<ul style="list-style-type: none"> <li>• <i>What do you think I should do?</i></li> <li>• <i>What has worked for you in the past?</i></li> <li>• <i>Have you experienced anything similar – what did you do?</i></li> <li>• <i>Do you think this would work?</i></li> <li>• <i>Am I being realistic?</i></li> <li>• <i>What would you think about ...?</i></li> <li>• <i>Is this something that you think will work well?</i></li> <li>• <i>Do you have any concerns about this?</i></li> </ul>
You want to check your understanding	<ul style="list-style-type: none"> <li>• <i>So what you are suggesting is...? Have I interpreted this correctly?</i></li> <li>• <i>Is that what you think is the best option?</i></li> <li>• <i>I think what we have decided is ...? Is that right?</i></li> </ul>



## Other tools in this series to help you get the most out of performance management and development discussions

Giving, seeking and receiving feedback	<ul style="list-style-type: none"><li>• The Art of giving, seeking and receiving feedback.</li><li>• Talking about Behaviour: A Guide for ACTPS Employees and Managers.</li></ul>
Preparing for a difficult performance discussions	<ul style="list-style-type: none"><li>• Tips for a Difficult Performance Discussion.</li></ul>
Performance planning	<ul style="list-style-type: none"><li>• Developing a Performance Plan</li><li>• Planning for Learning and Development.</li></ul>