



# ACT PUBLIC SERVICE PERFORMANCE FRAMEWORK POLICY STATEMENT

## 1. PURPOSE

- 1.1 The purpose of this policy is to set out the objectives for performance management and development in the ACT Public Service (ACTPS).
- 1.2 This policy and its associated guidance statement articulate the principles and approach by which ACTPS organisations are to manage the performance of employees. Each ACT Public Service organisation is to reflect this policy and approach in its employee performance arrangements framework and its communication about performance management and development.
- 1.3 The objectives of the ACTPS Performance Framework are to:
  - 1.3.1 support employee effectiveness for the benefit of the ACTPS through providing a consistent and sustainable approach to achieving high performance standards across the ACTPS;
  - 1.3.2 support ACTPS Values and Signature Behaviours by ensuring that employees' performance is managed in a holistic sense, with the way in which an employee conducts themselves being as important as the results they achieve;
  - 1.3.3 provide a consistent approach to the way in which the ACTPS holds its employees accountable for their work performance; and
  - 1.3.4 embed performance management and development as a familiar and supportive part of working life in the ACTPS, creating a Service that consistently provides its employees with role and task clarity, strengthens capability and retains talented employees.

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Replaces: <i>Managing and Recognising Performance: Principles &amp; Guidelines (2003)</i>	

## 2. APPLICATION

2.1 This policy applies to all ACT Public Service organisations and any person employed within them under the *Public Sector Management Act 1994* (the PSM Act)<sup>1</sup>.

## 3. LEGISLATIVE REFERENCE

3.1 The key principles of this policy are consistent with the following:

- *Fair Work Act 2009*;
- Enterprise Agreements for ACTPS employees;
- *Public Sector Management Act 1994*; and
- *Public Sector Management Standards 2006*.

## 4. DIRECTION STATEMENT AND PRINCIPLES

This policy provides the principles that form the basis of the ACTPS approach to performance management and development. These principles are to be reflected in the performance management and development practices, arrangements and documentation of each organisation that engages employees under the PSM Act.

### 4.1. ACTPS Performance Framework approach

4.1.1 Performance management and development serves as a means by which expectations of employee performance can be clearly established, commonly understood, recognised, developed and supported throughout the duration of an individual's employment with the ACTPS.

4.1.2 ACTPS performance framework provides a holistic and supportive approach intended to promote positive engagement between each employee and their supervisor/manager, and to foster stronger team relationships.

4.1.3 The Performance framework aligns with Learning and Development in order to effectively build employee capability and actively encourage good performance. Performance development is not limited to formal training but should include the principles of experience, exposure and education; enacted through activities such as coaching and mentoring, taking into account wider career aspirations and on-the-job means of providing experience and development for employees.

4.1.4 The Performance framework links with recognition, recruitment, equity, workplace health, safety and wellbeing strategies in order to form a people management approach

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<sup>1</sup> *The Public Sector Management Act 1994* defines the term 'employee'. Refer to the glossary at the end of this Policy.

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that actively encourages ACTPS employees to engage with their workplace, develop skills, share knowledge and work collaboratively with other parts of the Service.

## **ACTPS Performance Expectations**

4.1.5 Employee work performance is defined and measured by the following elements:

- The work that an employee executes or is expected to execute: **their outputs, projects or deliverables.**
- The way in which an employee engages with their work and with other people in the course of doing their work: **their conduct and behaviour**<sup>2</sup>.
- The understanding and expertise that an employee has or is developing in order to meet work performance expectations: **their knowledge and skills.**

4.1.6 Each ACTPS organisation is to ensure that its employees have a consistent and clear understanding of the expectations that exist in regard to work performance.

4.1.7 These elements should be localised and articulated in a way that is meaningful for employees within the work context of each ACTPS organisation.

4.1.8 Supervisors/managers within ACTPS organisations are to review, assess and support employee work performance.

## **4.2. Alignment to Whole of Government Objectives**

4.2.1 The Performance framework supports the achievement of ACTPS goals through linking the strategic and business objectives of the ACTPS<sup>3</sup> to the 'everyday' work of each employee.

4.2.2 Supervisors/Managers should assist their staff to see how their performance contributes to the organisation's priorities and strategic objectives by showing clear links from the individual's day-to-day work outputs to the outcomes that are produced and the impact of those outcomes on the ACT community. Showing the impact of an individual's performance also assists employees to see how their work makes a meaningful contribution, which promotes engagement and satisfaction. Connecting individual performance to the performance of the team and of the organisation

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<sup>2</sup> As stated in the ACTPS Code of Conduct and *Our Values and Signature Behaviours 2012*

<sup>3</sup> Whole of Government Key Policy and Strategic Initiatives <http://www.cmd.act.gov.au/policystrategic> and Directorate strategic and business planning.

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promotes a sense of collective achievement and accountability as well as emphasising that the purpose of the ACTPS is to deliver outcomes for the community.

### **4.3. Accountability**

4.3.1 Performance management and development for employees is an essential component of good corporate governance and plays a role in the broader accountability of the ACTPS to the community<sup>4</sup>. To ensure effective service provision, public value for money and quality advice to Government, the ACTPS requires a means of holding its employees accountable for their performance.

4.3.2 Performance management and development is to be undertaken respectfully, consistently and with the motive of supporting and enabling better performance by employees. This is in keeping with the obligations of the ACTPS to treat its employees fairly and consistently under the *Fair Work Act 2009*, Enterprise Agreements, *Public Sector Management Act 1994* and *Public Sector Management Standards 2006*.

### **4.4. Promoting Better Performance**

4.4.1 The Performance framework should operate in conjunction with other people management policies and practices in order to foster a culture where employees are empowered to perform well, gain enjoyment through their work and further their careers if they choose.

4.4.2 To be most effective, the execution of the performance framework requires an environment of trust, mutual responsibility and two-way communication. This is facilitated by empowering an environment of mutual obligation through open feedback communication between employees and their supervisors and managers.

4.4.3 Significant and sustained underperformance should be managed through measures to support performance improvement, as detailed in this policy and associated guidance. If this is not successful, action is to be undertaken as detailed in the relevant Enterprise Agreement or contract.

## **5. ROLES AND RESPONSIBILITIES**

5.1 All employees have roles and responsibilities to implement this policy. These are outlined below.

5.2 Leaders across the ACTPS are expected to fulfil the responsibilities assigned to those they lead as well as their own.

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<sup>4</sup> As detailed in *Strengthening Performance and Accountability: A Framework for the ACT Government* (February 2011) <http://www.cmd.act.gov.au/policystrategic/accountability>

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### 5.3 All employees

Under the PSM Standards 2006 individual employees, in conjunction with managers have a responsibility to:

- (a) identify current and future skills gaps; and
- (b) identify personal learning and development needs; and
- (c) initiate and participate in appropriate training, information and development activities as agreed in their Performance management and development Plan.

Additionally, under this policy all employees have a responsibility to:

- understand and implement the principles contained in this policy;
- participate in performance management and development practices in accordance with ACTPS Values and Signature Behaviours;
- engage with their supervisor/manager on performance by seeking and giving regular feedback;
- seek assistance to understand their role, improve performance and obtain feedback if they feel that greater clarity or support is needed; and
- contribute to a work culture where performance feedback and discussion is part of the way we work.

### 5.4 Supervisors and Managers

Supervisors and Managers have responsibilities under the PSM Standards as noted above. Additional responsibilities under this policy include:

- understanding this policy and its associated guidance statement;
- demonstrating personal commitment to ACTPS performance management and development and its principles and securing assistance to develop their own skills to be able to effectively implement it;
- providing employees for whom they have management responsibility with a consistently respectful and supportive performance management and development experience;
- supporting staff to understand how their performance contributes to the priorities and strategic objectives and achievements of their broader team and organisation;
- strengthening capability and skills within their teams for the successful implementation of the ACTPS Performance Framework;
- actively encouraging staff to contribute their views and providing opportunities for them to discuss performance and provide feedback;
- promoting the benefits of performance management and development to their staff and teams; and

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- applying ACTPS performance management and development effectively, consistently and in line with the principles in this policy.

## 5.5 Executives

Executives have additional responsibilities including:

- demonstrating personal leadership and commitment to performance management and development;
- promoting the benefits of performance management and development to their staff and teams;
- supporting Supervisors and Managers in managing performance management and development issues in the workplace;
- promoting recognition that implementing performance management and development is a skill that requires a supportive environment;
- actively creating an environment within their organisation that promotes the successful implementation of ACTPS performance management and development; and
- ensuring performance management and development principles are integrated into everyday management practice.

## 5.6 HR Directors

HR Directors within each ACTPS organisation have additional responsibilities including:

- strengthening capability and skills of Directorate staff to do performance management and development effectively;
- ensuring their HR team has the skills and capability to support other employees in successfully implementing ACTPS performance management and development; and
- ensuring performance management and development systems are compliant with relevant privacy legislation, practices and principles.

## 5.7 Directors-General and Chief Executives

Directors-General and Chief Executives have responsibilities which are outlined in the *Public Sector Management Standards 2006*<sup>5</sup>. Other responsibilities under this policy include:

- providing leadership on the implementation of the ACTPS performance framework through modelling and communicating their support;

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<sup>5</sup> Part 7.4, of the Public Sector Management Standards 2006.

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- ensuring that the ACTPS performance framework is applied consistently and respectfully within their Directorate;
- actively promoting the organisation’s performance management and development successes to inspire and motivate other staff;
- examining available data on the impact of performance management and development for their organisation and taking action to address areas of weakness;
- communicating the connection between individual performance and the achievement of the organisation’s objectives and the delivery of outcomes for the community; and
- actively promoting the ACTPS performance framework by implementing the whole of government policy in their organisation, providing awareness raising and training for staff, and undertaking ongoing monitoring to gauge its effectiveness and impact.

## 6. GUIDANCE

- 6.1 See the Whole of Government Performance Framework Guidance Statement for further details on the application of this policy.
- 6.2 Supporting materials and tools for all staff are available at [www.act.gov.au/performance](http://www.act.gov.au/performance).

## 7. DICTIONARY

**Employee** is defined under the *Public Sector Management Act 1994* as:

- (a) the head of service; or
- (b) a director-general; or
- (c) an executive; or
- (d) a person engaged under division 5.7 (Temporary employment); or
- (e) a person who is an employee because of the *Public Sector Management (Consequential and Transitional Provisions) Act 1994*.

**Manager** is defined in Enterprise Agreements as a person who has responsibility for planning, organising and leading a work unit or group activity.

**Supervisor** is defined in Enterprise Agreements as a person who has direct supervisory responsibility for one or more employees in a work unit or group activity.

## 8. REFERENCES and LINKS

- (Replaces) *Performance Management Scheme Guidelines*, ACT Public Service, August 2000

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- *ACT Public Service Whole of Government Performance Framework Guidance Statement*, ACT Public Service, July 2013
- *Strengthening Performance and Accountability: A Framework for the ACT Government*, ACT, 2011

## 9. REVIEW

- 9.1 This policy will be reviewed after three years in accordance with the ACTPS Performance Framework maturity model, unless earlier review is required.

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