



ACTPS Performance Framework

Leading Performance and Development: A Guide for ACTPS Executives

What is my role as a leader?

Leaders play a critical role in creating a performance based organisation. How they 'walk the talk' about performance significantly influences the performance culture and outcomes for the ACT community.

Leaders do this by:

- communicating high level objectives and strategy
- promoting the benefits of performance management and development
- building a positive performance feedback culture
- creating a learning environment
- integrating performance management and development into everyday business practices
- supporting managers and supervisors.

How do I 'walk the talk'?

<p>Communicating high level objectives and strategy</p>	<ul style="list-style-type: none"> • Involve managers in strategic and business planning processes. • Include discussions of high level objectives in executive/leadership meetings. • Communicate the high level objectives and strategy to all employees on a regular basis.
<p>Promote the benefits of performance management and development</p>	<ul style="list-style-type: none"> • Talk about the benefits for individual employees, teams and the ACTPS: <ul style="list-style-type: none"> » refer to the Quick Guide to the ACTPS Performance Framework. • Talk positively about performance management and development and the benefits – share your personal experiences. • Communicate your expectations to all staff about how they participate. • Include performance management and development on Executive/leadership team meeting agendas at regular points in the performance cycle.
<p>Build a positive performance feedback culture</p>	<ul style="list-style-type: none"> • Demonstrate personal leadership and commitment to performance management and development. • Provide feedback regularly. • Acknowledge performance success. • Support a constructive approach to responding to performance concerns. • Invite feedback and respond positively.

<p>Create a learning environment</p>	<ul style="list-style-type: none"> • Take a strategic approach to learning and development – identify learning needs, gaps and strategies which are not only focussed on formal training but are consistent with the 70:20:10 model of learning and development (Refer to <i>Planning for Learning and Development</i>). • Implement opportunities for review and reflection such as lessons learned and debriefs. • Encourage and support innovation and continuous improvement. • Nurture potential leaders and managers. • Implement coaching or mentoring arrangements.
<p>Integrate performance management and development into everyday business practices</p>	<ul style="list-style-type: none"> • Provide feedback regularly, not just in performance discussions. • Make performance discussions a priority. • Talk about performance expectations when setting priorities. • Build opportunities to review performance into meetings and strategic discussions. • Talk about behaviours when communicating priorities or expectations. • Require that your staff make performance discussions a priority. • Implement a process for monitoring whether performance discussions have happened.
<p>Support managers and supervisors</p>	<ul style="list-style-type: none"> • Role model high quality performance management and development: <ul style="list-style-type: none"> » Provide regular feedback to the people you lead to encourage a performance culture. » Develop your own skills for discussing performance. » Be well prepared for performance discussions. » Ask your staff how you are going - this will facilitate meaningful two-way performance discussions. • Support supervisors/managers to develop skills for performance discussions: <ul style="list-style-type: none"> » Provide access to training. » Encourage experienced supervisors to mentor less experienced supervisors. • Support supervisors/managers responding to performance concerns: <ul style="list-style-type: none"> » Recognise the impact on them and their workload. » Provide practical advice and 'moral support'. • Provide access to guidance and support: <ul style="list-style-type: none"> » Promote ACTPS and Directorate supporting documents and tools. » Ensure there is HR expertise within the Directorate and ACTPS that can provide guidance especially with challenging performance issues.