



ACTPS Performance Framework

Having Team Performance Discussions: A Guide for ACTPS Supervisors and Managers

What are team performance discussions?

A team performance discussion lets all team members:

- Get the same information, at the same time
- Contribute to planning, reviewing and assessing the performance of their team
- Understand how their work fits into and supports the 'big picture' of strategic goals.

Performance and development can be undertaken with teams in the following situations:

<p>In large teams where everyone does similar work</p>	<p>When there is a large team, which is supervised by comparatively few Managers/ Supervisors the team based discussion can replace individual performance discussions.</p> <p>The outcome of a team performance planning discussion is a team performance plan which:</p> <ul style="list-style-type: none"> • sets expectations of behaviour across the team, • helps everyone be clear on what tasks, projects or responsibilities the team has • allows everyone to decide if they need any development to help the team 'get where it needs to go' • is signed by all team members. <p>Once a plan is developed, the team can meet to review it (after 6 months is suggested) and then meet again (after another six months) to assess how successful they were at achieving what was agreed in the plan.</p>
<p>In addition to individual performance plans</p>	<p>Team members can be involved in planning the team's work and priorities or reviewing its performance. This usually happens before individual performance discussions.</p> <p>The outcome may be a team plan which is used as the basis for developing individuals' performance plans.</p>

The outcomes of team performance discussions can be recorded by adapting the *Templates for Recording Performance Discussions* to suit a group of people rather than an individual.

Tips for team performance discussions

<p>Preparation</p>	<ul style="list-style-type: none"> • Choose a good time taking into account: <ul style="list-style-type: none"> » everyone’s availability and working arrangements » workloads. • Arrange a place where: <ul style="list-style-type: none"> » the team won’t be interrupted » people will feel relaxed. • Prepare an agenda (see the suggested agenda below): <ul style="list-style-type: none"> » decide what you want to get out of the discussion » what you want to cover. • Invite everyone and let them know: <ul style="list-style-type: none"> » What the purpose is and what will be covered? » How you would like them to participate? » What preparation you would like them to do? » What will happen with the outcomes of the discussion?
<p>During the discussion</p>	<ul style="list-style-type: none"> • Open the discussion by setting the scene and context: <ul style="list-style-type: none"> » purpose of the discussion » where the team is at – e.g. what the priorities and challenges are. <p><i>“The purpose of the discussion is to involve everyone in clarifying our priorities and goals, how we will do our work and the knowledge and skills we need to be effective. It’s an opportunity for us all to be clear on how we contribute and what is expected of us.”</i></p> • Make sure everyone has an opportunity to speak: <ul style="list-style-type: none"> » you may wish to set some ground-rules for the discussion <i>For example – all contributions are valuable, any question is OK, only one person to speak at a time.</i> » Make sure you don’t dominate the conversation. If people aren’t talking - ask questions and invite comments: <i>“What does everyone think about doing it this way next year...” “Does anyone have an idea about how we can tackle X”</i> <p><i>Some people are more comfortable talking in small groups than the whole team, some people may prefer to listen than talk.</i></p> • Don’t single out anyone with feedback. Keep talking about the group as a whole, ie, <i>“We really do well at this...But I think we could improve on that...”</i> • Keep a record of the key points, what has been agreed and follow-up actions
<p>After the discussion</p>	<ul style="list-style-type: none"> • Prepare a summary of the discussion using the <i>Template for Recording Team Performance Discussions</i>. • Ask everyone to sign a copy

Suggested agenda for team planning discussion:

<p>Our strategic priorities and goals - how do we contribute to higher level plans?</p>	<ul style="list-style-type: none"> • What elements of our higher level business plan will we be responsible for, or contribute to?
<p>Our outputs, projects and deliverables - what will our main work be?</p>	<ul style="list-style-type: none"> • What are our objectives, responsibilities and key activities for the year ahead? • What elements of our work are we going to focus on improving this year? • Who is responsible for each of the outputs, projects and deliverables?
<p>Our conduct and behaviours - how will we do our work and interact with others?</p>	<ul style="list-style-type: none"> • What values or behaviours will be particularly relevant to our role? Refer to: <ul style="list-style-type: none"> » ACTPS Code of Conduct, Values and Signature Behaviours » <i>Talking about Behaviours in Performance Discussions: A Guide for Employees and Managers</i> » directorate or team values or codes of conduct » professional standards or codes of conduct » the RED Framework. • In what ways are we going to improve how we do our jobs this year?
<p>Knowledge and Skills - what do we need to do our job well?</p>	<ul style="list-style-type: none"> • What skills and knowledge will be important to our role this year? • What skills and knowledge do we already have in the team? • What are the gaps? • What learning and development activities will we undertake this year? • How will we learn from each other? • How will our new skills and knowledge be applied?
<p>What does good performance look like?</p>	<ul style="list-style-type: none"> • How will we know if we are going well? • What will be happening if we are performing well?
<p>What support do we need?</p>	<ul style="list-style-type: none"> • What challenges may we experience? • What resources/support do we need? • Are there any changes to the way we work that would assist us to be even more effective?
<p>How will we review our performance?</p>	<ul style="list-style-type: none"> • How will we keep a track of how we are going? • When will we meet next to review our performance?



Suggested agenda for review discussions

<p>What has changed since we developed our plan?</p>	<p>What changes have occurred since the performance planning discussion OR our last review discussion in relation to:</p> <ul style="list-style-type: none"> • our outputs, projects and deliverables • our conduct and behaviours • how we will assess our performance • learning and development • support required • performance discussions. <p>What changes need to be made to our plan?</p>
<p>What has been achieved or is on track?</p>	<ul style="list-style-type: none"> • What has progressed or been completed? • What has been celebrated?
<p>What has been done well?</p>	<ul style="list-style-type: none"> • What has gone particularly well or better than expected? • What impact has this had?
<p>What can be done better or areas requiring improvement?</p>	<ul style="list-style-type: none"> • What hasn't gone to plan and why? • What isn't on track - how do we get it back on track? • What can be done better? • What areas of performance require improvement? • What can we do to support improvement? • What follow-up is required?
<p>Next steps</p>	<ul style="list-style-type: none"> • What do we need to do to ensure everything continues to be achieved and progresses? • How can we continue to do things even better? • What follow-up action is required and how will it happen?

Planning and reviewing the performance of individual team members

When a team-based performance plan has been developed individual team members should have the opportunity to discuss and record anything that is specific to them. For example a team member may:

- have additional responsibilities in the team
- require learning and development in an area that is specific to them
- require support that is specific to them (e.g. they may be new to their job, on a return to work program, have a disability)
- want to discuss their career aspirations and how these can be supported.

In this case the team member and their supervisor/manager should have a separate discussion and prepare an individual performance plan that reflects the outcome of the discussion.