



'The Discussion'

Performance Reviews

Session objectives



You may gain:

- A greater understanding of the performance process, including performance and development agreements and how to better prepare
- A greater understanding of why performance processes and conversations are crucial for engaging, retaining and motivating all employees
- Further clarity on what performance objectives are and how to achieve them
- Hints to help get the most out of performance agreements through identifying motivators for job satisfaction

Living the values through performance



Customers first

- Know your customers
- Deliver what matters
- Make decisions with empathy



Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

2016 Working for Queensland Results

The voices of **89,033** Queensland public sector employees from **58** agencies

- **6%** of respondents strongly agreed to feeling confident that poor performance would be appropriately addressed in their workplace
- **35%** of respondents agreed that performance is assessed fairly, while **30%** disagreed
- **57%** said they receive useful feedback on their performance



Performance and Development Agreements

The Office: Performance Appraisals



Why do we have performance conversations?

Benefits:

- A clear understanding of what is expected of you in terms of both work performance and behaviour
- Receiving recognition of high performance and achievement
- Identify capabilities and competencies required to develop in both your role, and your career
- Receive feedback on how you are progressing
- Have the opportunity to discuss and contribute to work and projects
- Understand how your work contributes to the strategic direction of the Department
- Have an opportunity to raise issues relating to your work and provide feedback to your supervisor
- Have the opportunity to discuss strengths and areas for development
- Have clarity whether you are working to expectations of you

Roles



All Employees

- Engage in discussions with their supervisor to review performance, identify work and career goals, and develop plans to meet these needs.
- All employees are required to have an annual performance and development plan in place and reviewed regularly (where applicable).
- All employees are ultimately responsible for their own individual performance and development.

Managers and Supervisors

- Regularly review the performance and development needs of employees and assist in the development of plans to meet these needs.
- Complete annual performance reviews for all employees (where applicable).
- Provide appropriate support and resources to enable development opportunities for employees.
- Support employees in the application of new skills and providing career progression and advancement opportunities.
- Ensure all employees are made aware of their responsibilities under any legislation, policies and procedures relevant to their duties.
- Ensure that demands placed on employees are reasonable in the circumstances (e.g. employees have sufficient resources, assistance and/or skills to perform the work, and are given appropriate support).

Performance and Development Agreements



Performance Conversations



Performance
Objectives

- SMART objectives

Competencies

- Strengths and development areas

Development Plan

- 70/20/10

Performance Conversations

Specific

- What will the goal accomplish? How and why will it be accomplished?
- Avoid generalities
- Focus on a particular aspect of performance or on the task in question

Measurable

- How will you measure whether or not the goal has been reached (list at least two indicators)?
- Consider quality, quantity, timeliness, cost
- Can the achievement be assessed and will there be a visible outcome when it is achieved?

Achievable

- Is it possible? Have others done it successfully?
- Do you both agree that the actions can be implemented?
- Does you have the necessary knowledge skills, abilities and resources to accomplish the goal?
- Do not assign too many goals

Realistic

- What is the reason, purpose, or benefit of accomplishing the goal?
- What is the likely result of the goal?
- Ensure that the tasks set are not so stretching that they act as de-motivators

Timed

- What is the established completion date and does that completion date create a practical sense of urgency?

Do's and don'ts of performance conversations

Do:

- Structure your conversation around the format of performance objectives, competencies and development plan
- Ensure the performance conversation has two-way communication
- Make performance conversations a priority
- Give and receive feedback throughout the process and not just at formal review times
- Engage in the process and development of competencies

Don't:

- Focus on one good or one bad aspect of performance, or the most recent performance event – be sure to discuss all aspects of performance
- Raise any new issues during a performance conversation that couldn't be addressed during the performance period
- Make the template the focus of the performance process – the conversation is the most important aspect
- Be afraid to ask for feedback or clarification

Feedback



Feedback is continuous two-way conversations aiming to improve work and relationships

- Feedback is primarily a tool for improving performance
- The purpose of feedback is to:
 - Influence
 - Recognise and reward effort
 - Improves the quality of the work we do
 - Build and maintain relationships
 - Clarify expectations
 - Motivate
- Feedback should happen:
 - throughout the day
 - at regular individual time
 - at PDA meeting and review
 - when something notable occurs

Receiving feedback



- Welcome constructive feedback
- Try not to justify your position
- Accept feedback at face value
- Seek clarification, actively listen
- Don't ruminate on feedback
- Evaluate feedback before responding
- Choose how to use the feedback



Parting Gift...

- 2 minute's for difficult feedback
 - Hi, have you got 2 minutes?
 - I've noticed...
 - I think the impact could be...
 - What are your thoughts?
 - Thank you
 - Set Expectations

Questions

