



# One Vision – Three Trusts

Connected, just, and inclusive communities



# Is Performance Management Performing?



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# Where we were?

- Competencies
- Values
- KPIs
- Goals & Objectives
- Development Plan
- Ticking boxes not conversations
- Compliance vs effectiveness
- Emphasis form filling (12 page template)
- Pay for performance model vs community values





# What we got?

- Confusion
- Frustration
- Opposition & avoidance
- Slow unwieldy process
- One size does not fit all
- Bias in ratings?
- Us vs them (Management vs Staff)
- Conflict (debates and bruised egos)
- Exhausted, disappointed, reluctant people



# What we moved to?

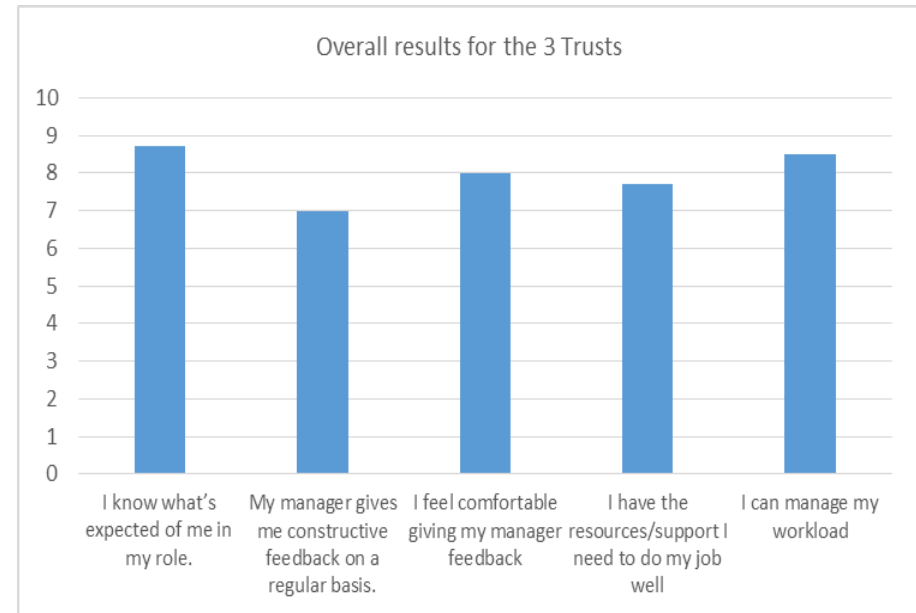
- Keep it Simple
- Regular two way conversations (emphasis on giving and receiving feedback)
- Partnership for performance (Managers & Staff)
- Regular on the job development
- Agile goal setting (1 page template)
- End of year reflection and summary
- Market based pay



# Is it working?



- 2015 culture survey showed average or low results for
  - Feedback, Goal Clarity, Task facilitation, Employee involvement, Autonomy, Goal emphasis
  - Resulting in low outcomes for motivation, role clarity, and satisfaction
- May 2017 pulse survey indicated:
  - High levels of role clarity
  - High levels of feedback in both directions (many services achieving 9/10)
  - High levels of task facilitation and workload management





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