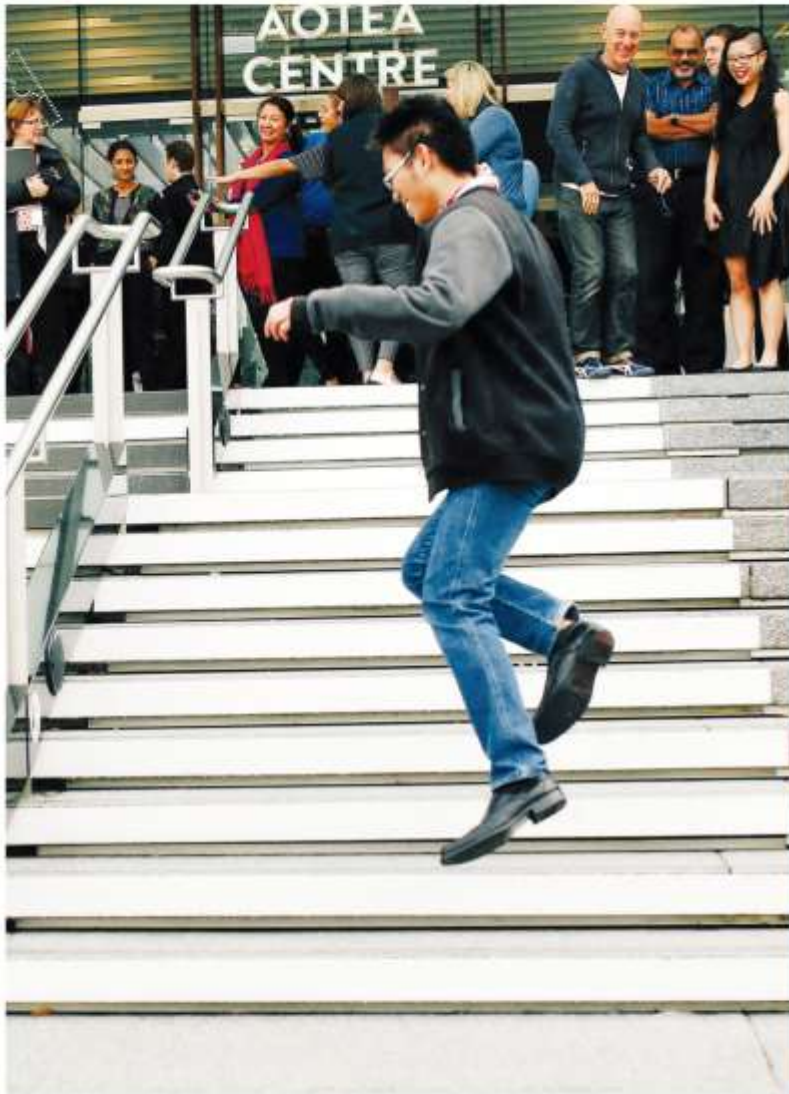


# Developing Performance

## Kaleena Muirhead and Suzy Randall

*Regional Facilities Auckland (RFA)*



## Overview

- A bit about us
- Our current roles & organisation
- Performance development

*What we used to do*

*Why we've changed it*

*What we're doing now*

&People  
Culture

*Hei to Tui hei tuarā māu* **RFA**



A bit about us

&People  
Culture

*Hēi to Tūi hēi tuarā mōu* **RFA**







900  
STAFF

\$1.2  
BILLION  
TOTAL ASSETS

\$116  
MILLION  
ANNUAL  
REVENUE

## RFA Snapshot



Five million visitors a year

Nine landmark Auckland venues

Five operating divisions

65% of operating costs met through external revenue

# Who is RFA? Summer Showreel from 2016





## Performance Development

What we used to do  
Why we've changed it  
What we're doing now

&People  
Culture

*Hei to Tui hei tuarā mōu* **RFA**



## Discussion Point



What do you make of your current performance development process?

What results does it deliver?

How is it received by your staff?



## What we used to do – PDP (performance development plan)

- Word template
- Annual cadence
- Lengthy
- Formal
- Ratings
- Widely disliked
- Broken links to pay
- Put on hold indefinitely

### The performance development process

#### Using the PDP template

The PDP template contains four sections; an explanation of each section is on the relevant page.

1. **Setting and assessing objectives**
2. **Assessing behavioural competencies**
3. **Development Plan**
4. **Final rating**

#### Rating definition

OS - Outstanding	Performance consistently exceeds all defined expectations outlined in performance measures and competencies. The individual's contributions to the organisation and/or their group along with their excellent work are widely recognised.
HE - Highly Effective	Performance exceeds expectations outlined in their performance measures for most objectives and competencies and all others meet expectations. The individual has made notable contributions to the organisation and / or their group.
EF - Effective	Performance is competent and effective. The individual meets expectations for objectives outlined in performance measures. Performance did not fall below expectations in any critical areas.
NI - Needs Improvement	Performance falls below expectations on one or more critical objectives or competencies. Significant development is required to become fully competent.
DC - Developing Competence	Developing competence only applies to staff new to the position. Performance is not currently at the level required. However, the employee is developing competence and achieving as expected given their short time in the position (generally less than 12 months).

*'Performance Appraisal'*

## Cross-functional working group: 'Culture Drivers Team'



## Project Approach: Customer Centric Design (CCD)







## Key things employees told us they wanted...

- A meaningful, relaxed way to develop and be successful at work
- No lengthy, annual meetings
- Continuous feedback from manager and peers
- Connection between your goals and those of the wider organisation
- Build a culture where there are regular conversations on developing in your role and growing in your career

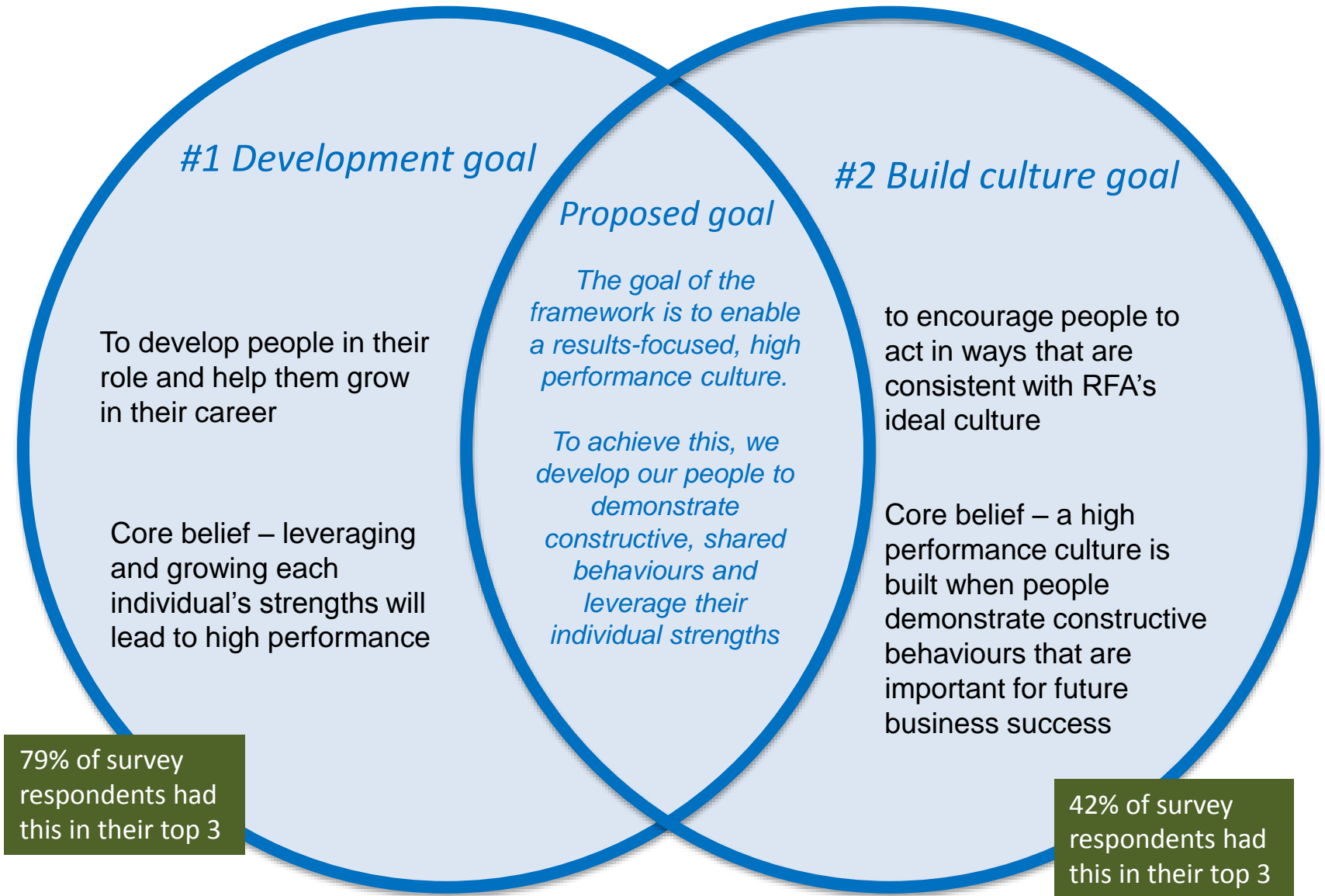




## Senior Leader Debate Workshop

- First time senior leaders collaborated on a project
- Three aims of workshop:
  1. Gain senior leader shared buy-in for performance culture
  2. Identify the key principles on which to build our framework. Debate topics:
    - Remuneration links
    - Ratings and measurement
    - Manager vs employee accountability
    - Formal vs informal framework
  3. Determine the goal for the Performance Framework Project

# Goal of the Framework





## Key Models

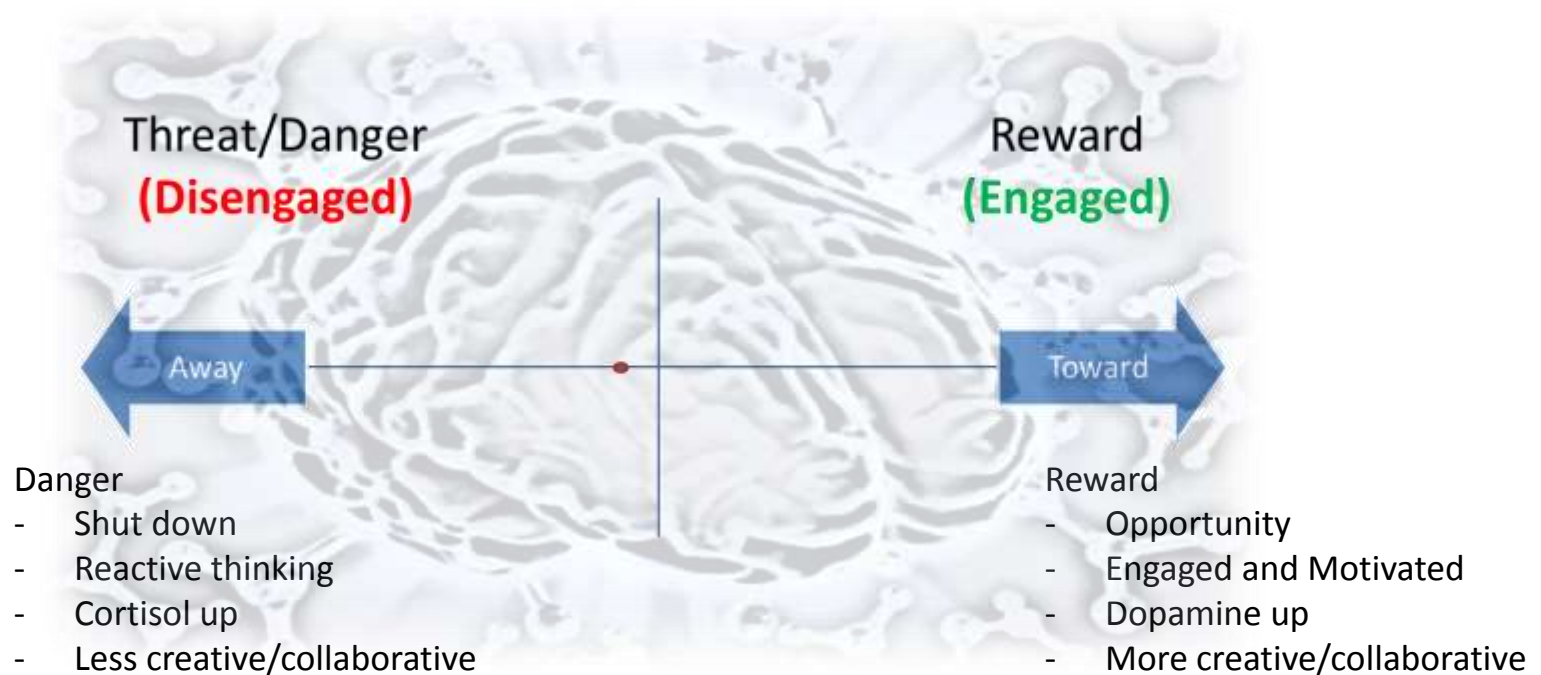
Which shaped our  
thinking

&People  
Culture

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## Toward and Away States

### Minimize Danger, Maximize Reward





## Fixed vs Growth Mindset



I can learn anything I want to.  
When I'm frustrated, I persevere.  
I want to challenge myself.  
When I fail, I learn.  
Tell me I try hard.  
If you succeed, I'm inspired.  
My effort and attitude determine everything.



I'm either good at it, or I'm not.  
When I'm frustrated, I give up.  
I don't like to be challenged.  
When I fail, I'm no good.  
Tell me I'm smart.  
If you succeed, I feel threatened.  
My abilities determine everything.



## Framework Design: Core philosophies

- Focus is on conversations between manager and employee
- Responsibility is shared between manager and employee
- Future-focused goals (not day to day workload/tasks)
- Understanding of where our organisation is headed and how we contribute and fit in
- Driving success as a team, as well as individually
- Simple and flexible
- Individual accountability (not compliance)



So what did we  
come up with?

&People  
Culture

*Hei to Tui hei tuarā mōu* **RFA**





Kōrero

RFA Our Success

# Kōrero is born!







## What Kōrero is focused on...

Quality  
conversations

Informal

Shared  
responsibility

Valuing our  
people

Future-focused

On the go

Give it a go

Regular  
check-ins

Develop  
ourselves

Clear goals and  
expectations

Freedom  
and  
flexibility

Open  
conversations

Building  
relationships

## The Kōrero conversation types





## How Kōrero might work – flexibility to run it the employee's way

**Frequency:** Fortnightly, monthly or quarterly

**Style:** Informal or formal – in the office, over a cup of coffee or walking around your location

**Responsibility:** Shared between employee and manager

**What to record:** From nothing to actions, due dates and review dates

**Where to record:** Word document, Notebook, OneNote or Evernote



## Kōrero Resources

- Overview booklet – an introduction to Kōrero
- Setting up Kōrero – a card to take along to first kōrero with your manager
- Reusable cup and coffee – enjoy a hot coffee with your first kōrero on us!
- Intranet pages – resource centre with information on different types of conversations
- Development support approach
- Communication Nudges





Kōrero

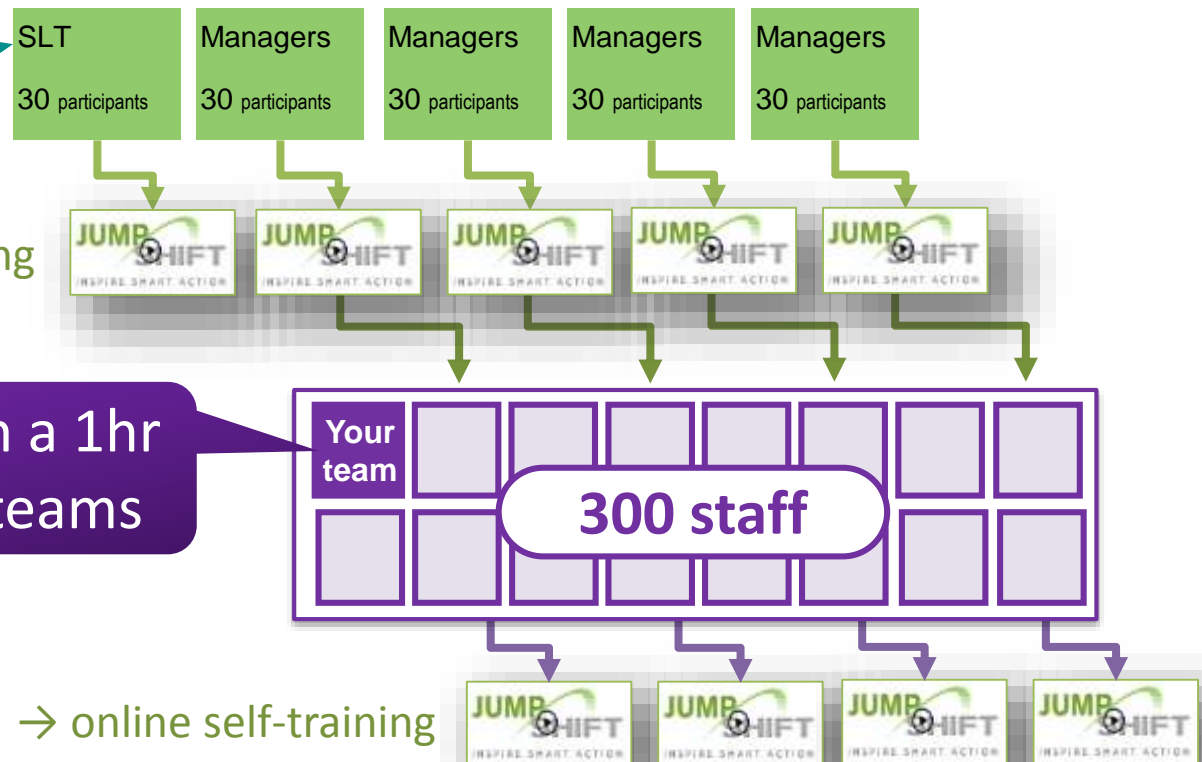
RFA Our Success

## Building a movement...

120 managers  
doing this workshop

→ online self-training

We like you to run a 1hr  
version for your teams





## Reflections from the Culture Drivers Team

Worked well	Areas to learn from
Customer Centric Design	Development opportunity vs project
Diversity of team	Technology training
Skills workshops right on time	Volunteering for tasks and facilitating meetings



## Organisation Wide Survey Results – positive

*First temperature checkpoint 3 months after launch*

- 65% of respondents have started Kōrero conversations with their manager
- 69% of respondents who responded agree (strongly, moderately) with the statement “these conversations are beneficial”
- 68% of managers who responded agree (strongly, moderately) with the statement “I am successfully helping my employees engage with Kōrero”
- 57% of managers responded agree with “I am noticing Kōrero is having a positive impact on my employees”

More surveys will be run to track occurrence and quality of conversations and to measure impact



## Survey Results – what we'll be working on

- Of the 35% who haven't started having Kōrero - the main reason is "I am keen, but I haven't gotten around to it yet"
- Of the 31% that aren't finding them beneficial – the main reason is "My manager and I discuss tasks/workload rather than the Kōrero conversations"
- A couple of verbatim comment themes:
  - Tension over responsibility of manager and employees. Employees still want managers to lead and drive
  - Too busy





## Discussion Point



What do you think of the Kōrero approach as a way to develop performance?



## Next Steps – we're at the beginning of a long-term journey

- Tie up the implementation phase with a senior lead team review discussion and move into the embedding phase
- Finish creating a plan for the evaluation phase – continue employee surveys and drive accountability through senior leadership
- Consolidate connections to related P&C domains:
  - remuneration & benefits review
  - recognition programme
  - induction and onboarding programme
  - strategic planning structures and capability
  - upskilling people to have these conversations (L&D) and so on...



Informal  
Shared responsibility  
Future focused  
Regular check-ins

Questions or  
comments?



