

Performance Management and Development Pack

Ombudsman's Message

Performance management and development aims to help employees and organisations perform at their best.

Our performance management and development process:

- Provides a framework to:
 - Develop and retain skilled employees;
 - Acknowledge the valuable contribution employees make in the achievement of our operational and strategic goals; and
 - Assist employees achieve their professional and personal career goals.
- Is a two way process involving both staff and line managers;
- Involves at least one formal review each year, but encourages more regular information feedback throughout the year; and
- Includes the development of a Performance Management and Development Agreement. This documentation is confidential and access is limited to the reviewer, reviewee, and nominated HR personnel and management staff with delegated authority.

All staff are encouraged to actively participate in a Performance Management and Development process.

Chris Field
Ombudsman

Conducting Performance Management and Development Agreements – For Reviewee’s

Part 1: Planning for the Year Ahead	Part 2: Performance Review – Reflecting on the Past Year (12 months after Planning Meeting)
<p>Actual Planning Meeting - Part 1: Planning for the Year Ahead</p> <p>Using the PMDA Form (Part 1), you and your reviewer are asked to:</p> <ul style="list-style-type: none"> • discuss the Summary of Responsibilities contained within your JDF; • identify your agreed goals and objectives for the coming year; • discuss the expectations of all staff (please refer to attachment 1 (a), and attachment 1 (b) if you are a supervisor/manager; and • discuss and identify your development plan for the next year. 	<p>Actual Review Meeting - Part 2: Performance Review - Reflecting on the Past Year</p> <p>Using the PMDA Form (Part 2), you and your reviewer are asked to comment on the extent to which you have met the:</p> <ul style="list-style-type: none"> • Summary of Responsibilities contained within your JDF; • agreed goals and objectives; and • expectations of all OWA staff, and where relevant, expectations of managers and leaders. <p>The form also asks you to reflect on whether your development plan was achieved.</p>
<p>Preparing for Your Performance Management and Development Agreement Meetings</p> <p>Both you and your reviewer are expected to prepare for the initial meeting to plan for the year ahead (Part 1); and after a period of twelve months reflect on the past year (Part 2).</p> <p>To help you prepare for your Performance Management and Development Agreement (PMDA) meetings, please make <u>brief</u> notes in the relevant boxes on the form.</p> <p>Once you have done this, give the form (along with a copy of your JDF) to your reviewer at least one week before each meeting so they can consider your views. Your notes will form the basis of your discussion with your reviewer.</p>	
<p>After the Planning Meeting (Part 1)</p> <p>The reviewer and reviewee sign and date the completed form (Part 1). The document should be trimmed to a temporary working file which is to be kept with the line manager. The employee should retain a copy for their own records.</p>	<p>After the Review Meeting (Part 2)</p> <p>If the form is complete, the reviewer and reviewee both sign and date it, copy it for their own records, then send it to the Senior HR Consultant (together with the completed form from Part 1), to be placed on the reviewee’s individual, confidential Performance and Development Review file.</p> <p>If the form is not complete, the reviewer and reviewee should decide who will complete it and the form should be completed within one week. Both parties then sign and date it, copy it for their own records, and send it to the Senior HR Consultant.</p>
<p>Further Information</p> <p>In addition to the information contained in this document, you may wish to read the Performance Management and Development Policy and Guidelines for Completing Performance Management and Development Agreements located on the Ombudsnets. The guidelines include a sample form that combines a sample of preparatory work, followed by what a completed PMDA form might look like.</p>	

Conducting Performance Management and Development Agreements – For Reviewers

Part 1: Planning for the Year Ahead	Part 2: Performance Review – Reflecting on the Past Year (12 months after Planning Meeting)
<p>Planning Meeting Requirements and Considerations</p> <p>The Reviewer is to initiate the planning meeting one month prior to the meeting date (expect to receive Reviewee's self assessment notes one week prior to planning meeting).</p> <p>Conduct the planning meeting in a formal and private setting, without interruption where possible.</p> <p>If you are the same level as the reviewee, should a more senior officer participate in the review?</p> <p>Record both reviewee and reviewer comments on the form.</p> <p>The PMDA documentation is confidential.</p> <p>The reviewer is encouraged to provide regular informal feedback to your employees throughout the year. A formal review is due 12 months after the planning meeting, see Part 2.</p>	<p>Review Meeting Requirements and Considerations</p> <p>The Reviewer is to initiate the review meeting one month prior to the meeting date (expect to receive Reviewee's self assessment notes one week prior to review meeting).</p> <p>Conduct the review meeting in a formal and private setting, without interruption where possible.</p> <p>If you are the same level as the reviewee, should a more senior officer participate in the review?</p> <p>Acknowledge the employee's strengths and reinforce good performance.</p> <p>An employee is done a disservice by an evaluation that is non-specific, glosses over areas that need improvement, or is unduly harsh.</p> <p>Record both reviewee and reviewer comments on the form.</p> <p>The PMDA documentation is confidential.</p>
<p>Actual Planning Meeting - Part 1: Planning for the Year Ahead</p> <p>Using the PMDA Form (Part 1), you and your reviewee are asked to:</p> <ul style="list-style-type: none"> • discuss the Summary of Responsibilities contained within the reviewee's JDF; • identify and agree on the reviewee's goals and objectives for the coming year; • discuss the expectations of all staff and, where relevant, expectations of managers and leaders); and • discuss and identify the reviewee's development plan for the next year. 	<p>Actual Review Meeting - Part 2: Performance Review - Reflecting on the Past Year</p> <p>Using the PMDA Form (Part 2), you and your reviewee are asked to comment on the extent to which the reviewee has met the:</p> <ul style="list-style-type: none"> • Summary of Responsibilities contained within his/her JDF; • agreed goals and objectives; and • expectations of all OWA staff, and where relevant, expectations of managers and leaders. <p>The form also asks you to discuss the achievement of the reviewee's development plan.</p>
<p>Records Management</p> <p>Decide who should complete the form.</p> <p>Retain Part 1 Form in the reviewee's Performance Management Development temporary working file.</p> <p>Both the reviewer and reviewee should retain a copy of the completed form.</p>	<p>Records Management</p> <p>Decide who should complete the form.</p> <p>The completed PMDA forms (Part 2), together with the previously completed PMDA form (Part 1), is to be sent to HR for inclusion on the reviewee's Performance Management and Development File.</p> <p>Both the reviewer and reviewee should retain a copy of the completed form.</p>
<p>Further information about Performance Management and Development is available on the Ombudsnet.</p>	

Performance Management and Development Agreement – Part 1

Reviewer's Name		Reviewer's Position Title and Level	
Name of Supervisor		Supervisor's Title	
Team		Name & Title of Reviewer (if different to Supervisor)	
Date Planning Meeting Held (Part 1)	Schedule Month of Review (Part 2)	Actual Date of Review (Part 2)	

This report summarises the review discussion held between the reviewer and the reviewee. As much as possible of this form should be completed jointly by the reviewer and reviewee during the review discussion, with the balance being completed by either person within one week of the discussion.

Part 1: Planning for the Year Ahead

1.1 Key Responsibilities (as identified in the Summary of Responsibilities section of your JDF)

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1.2 List the agreed goals and objectives for the reviewee for the coming year

(NB. Where possible, draw explicit links between the reviewee's goals and those of the Ombudsman's office as identified in the latest Operational Plan for the Team.)

<u>Professional (work) goals:</u> <u>Personal (career) goals (optional):</u>

1.3 Expectations of all staff

Refer to Expectations of all staff document (Attachment 1a) and if relevant, Additional Expectations of Staff in Leadership and Management roles (Attachment 1b).

1.4 Outline a Development Plan for the reviewee for the next year

(NB. Ensure the plan is clearly linked to the professional goals listed above and to the objectives of the reviewee's Team. Also, in developing the plan, consider personal goals such as any longer term career goals the reviewee may have.)

<u>On-the-job development eg. mentoring, secondment, new project):</u> <u>Off-the-job development (eg. external training courses, tailored in-house courses, university or TAFE courses):</u>

Reviewer Signature	Date	Reviewer Signature	Date
		Supervisor (if required)	Date

Performance Management and Development Agreement – Part 2

Part 2: Reflecting on the Past

Note: If sub-standard performance is identified during the review discussion, this is to be managed through a separate process. Please refer to the Performance Problem Solving Policy on the Ombudsnet.

- 2.1 **Since the reviewee's Performance Management and Development planning meeting, to what extent have they met their key responsibilities (as identified in the Summary of Responsibilities section of their JDF)?**

Strengths, Areas for Development, and General Comments (if any):

- 2.2 **To what extent has the reviewee met the agreed goals and objectives identified in their Performance Management and Development Agreement planning meeting?**

Goals from Last PMR: (insert or attach copy)

Strengths, Areas for Development, and General Comments (if any):

- 2.3 **To what extent has the reviewee met the expectations of all Ombudsman staff?**
(NB. These expectations are described in the 'Expectations of All Ombudsman Staff' document and, where relevant in the 'Additional Expectations of Ombudsman Leaders and Managers' document.)

Strengths, Areas for Development, and General Comments (if any):

- 2.4 **To what extent has the reviewee's agreed development plan been met?**

Aspects of the plan that have been met:

Other development that has occurred:

Aspects of the plan that have not been met (including reasons, if applicable):

Reviewer General Comment (optional)

Reviewee General Comment (optional) NB. This would generally be completed only if the reviewee disagreed with the comments contained in the report and wished to state their reasons.

Reviewer Signature

Date

Reviewee Signature

Date

Supervisor (if required)

Date

Attachment 1(a): Expectations of All Ombudsman Staff

There are certain skills, attributes and behaviours that the Ombudsman expects all staff to demonstrate in their work. The Public Sector Code of Ethics, together with the Ombudsman's Code of Conduct, provides the broader context for this expectation, and you may find it helpful to consult these documents.

You will have an opportunity to discuss these expectations with your reviewer as part of your annual Performance Management and Development Agreement (PMDA). The PMDA is an occasion for you to reflect on how well you demonstrate these skills, attributes and behaviours, and to indicate where more support might be helpful. For example, staff are expected to show their initiative where it is appropriate, but are there adequate opportunities for you to demonstrate this?

Details of the Expectations of all Ombudsman staff (and Expectations of Ombudsman Leaders and Managers) are included in the Guidelines for Completing Performance Management and Development Agreements; and summarised below.

Personal Effectiveness

Staff of the Ombudsman are expected to demonstrate personal responsibility.

In thinking about this expectation you may wish to reflect on the questions below:

- ☐ Do you take personal responsibility for your decisions and actions?
- ☐ Do you exhibit self control, calm and restraint even in stressful situations?
- ☐ Do you look for evidence and act on the merits of a case without fear or favour?
- ☐ Do you demonstrate persistence in difficult situations?
- ☐ Do you see yourself as a trustworthy, reliable and loyal colleague?
- ☐ Do you seek out opportunities for ongoing learning and development?

Respect for People

Staff of the Ombudsman are expected to treat people with respect, and work collaboratively with colleagues and others.

In thinking about this expectation you may wish to reflect on the questions below:

- ☐ Are you willing and able to work positively with people of different backgrounds, status and education?
- ☐ Do you treat all people with respect and dignity?
- ☐ Do you listen to and consider the thoughts and opinions of other people in the workplace?
- ☐ Do you express your own ideas openly and clearly with your work colleagues and deal positively with any criticism?
- ☐ Are you aware of and do you anticipate the concerns and feelings of your colleagues?
- ☐ Do you share information and expertise and offer support to others?
- ☐ Do you contribute constructively to improved ways of working?
- ☐ Do you see yourself as a good colleague?

Demonstrating a Focus on Outcomes

Staff of the Ombudsman are expected to be achievement oriented.

In thinking about this expectation you may wish to reflect on the questions below:

- ☐ Do you see your work as linked to the broader goals of the Ombudsman?
- ☐ Do you focus on the issue (not the person) and the outcome?
- ☐ Are you generally able to meet deadlines, either your own or those set by others?
- ☐ Are you able to find ways to solve problems that arise in your workplace?
- ☐ Do you show initiative when the situation requires?

Attachment 1(b): Additional Expectations of Ombudsman Leaders and Managers

For those staff members who have responsibility for leadership, which may include supervision of other staff, there are additional expectations, as summarised below.

People Leadership and Management

Ombudsman staff who supervise others are expected to demonstrate effective leadership and management in their dealings with staff.

In thinking about this expectation you may wish to reflect on the questions below:

- ☐ Do I offer clear vision and direction and a work environment that empowers, motivates and develops the diverse talents of my staff?
- ☐ In what ways do I establish performance standards for staff? Do I reward good performers? What impact have my strategies had on those performers?
- ☐ How have I supported the Performance Management and Development Agreement process to support my people management responsibilities?
- ☐ What am I doing about poor performers? Are there improvements?
- ☐ How would my staff describe our workplace culture? What evidence do I have that the culture is inclusive, positive and high performance?
- ☐ Do I support staff to achieve their desired balance between work and other aspects of their life, and to what extent have I modelled this balance myself?
- ☐ In what ways have I tried to improve my leadership and management skills?
- ☐ Do I encourage my staff to improve their capabilities and skills through participation in learning and development opportunities?

Resource Management

Ombudsman staff in leadership and management roles are expected to work within allocated budgets to achieve agreed outcomes.

In thinking about this expectation you may wish to reflect on the questions below.

- ☐ How well advanced is my team's strategic and operational planning? Do we link our activities to the office's Strategic Plan?
- ☐ Do some groups/projects demonstrate outstanding performance or innovation? How did I support those activities?
- ☐ Do I use my problem solving skills? Do I demonstrate imagination in addressing the problems I faced?
- ☐ Do I ensure that the activities of the Office comply with statutory obligations and Office policies?
- ☐ Do I demonstrate effective budget management? Has our team improved its budgetary systems/practices?
- ☐ Do I demonstrate good human resource practices?
- ☐ Has our team improved its systems and/or processes this year? What was done? Do I have evidence of improved performance?

Collaboration (Internal and External)

Ombudsman leaders and managers are expected to facilitate internal and external collaboration to enhance its reputation.

In thinking about this expectation you may wish to reflect on the questions below:

- ☐ Do I coordinate and collaborate across branches and within the Management Team to meet Office objectives, manage change and contribute to a broad view of issues?
- ☐ What links do we have with the external community? What have I done to support and encourage those links? How do I know they are working effectively?
- ☐ How do our services and activities rate compared with organisations with similar roles? Can we improve further?
- ☐ What partnerships have we developed within and outside the office? How can I strengthen and encourage them?