

Managing your team's performance

Things to think about



Key actions

Be clear on expectations

- Review the capabilities each employee requires to perform their role effectively and consider how the capabilities should be applied to achieve the key accountabilities of their role.
- Take a copy of the Capability Framework to regular catch-ups with your employees. Provide clarity for each person: set clear goals and expectations using the language of the behavioural indicators for the capability levels that relate to their role. Use probing questions to confirm your team member has understood your expectations, and ask them to paraphrase your discussion. Encourage employees to contextualise the behaviour indicators and to talk about what good behaviour “looks like” for them.
- Ask your employee to reflect on how effectively they are displaying capabilities on the job: What’s happening at the moment and what effect does this have on their performance? What’s working and what’s not working? What other factors impact the current situation?

Continued page 2

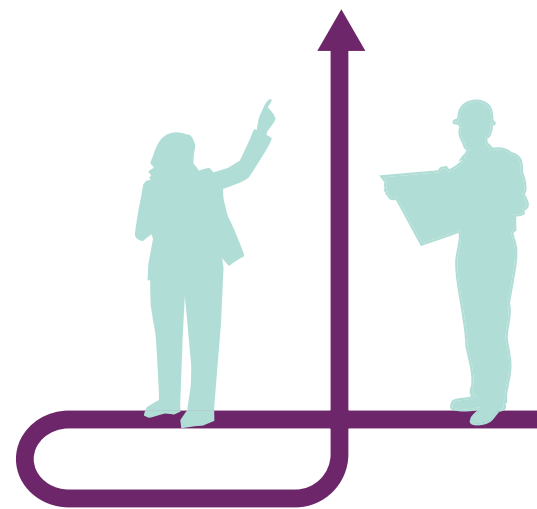
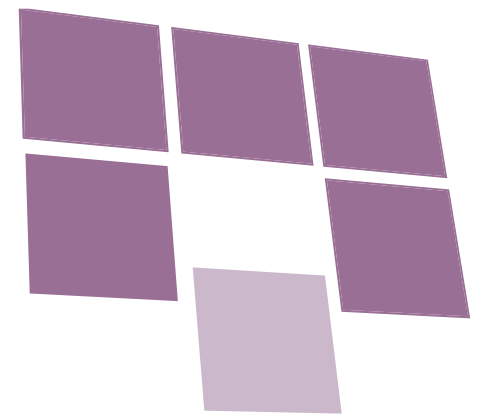
Points to remember

- More capable staff = less work for you
- Invest time in properly managing and developing your staff: performance management is not a once-a-year compliance exercise
- Use the Capability Framework as an objective basis for discussing capabilities and work behaviours
- Tailor your performance feedback and capability development advice to each individual’s needs and role requirements
- Praise good performance and keep feedback constructive
- Think about the future focused behaviours you are modelling as a manager and don’t neglect your own capability development

Key actions continued

Be clear on expectations (*continued*)

- Keep your feedback simple and future-focused: rather than talking about what wasn't done right, discuss lessons learnt and how capabilities can be applied to do things differently in the future. Examine options to try, ensuring that your employee makes choices and commits to action. Ask: What steps are you going to take and when will you take them? What might get in the way and how can I support you?
- Help employees understand how building their capability will strengthen their individual performance of their objectives, contributing to the quality of their work and to the achievement of the organisation as a whole. Encourage employees to ask "How can I develop my capabilities to do things better/differently/more efficiently?"
- Acknowledge and reward breadth of experience, not just technical depth in your employees. As a team, talk about how career experiences build capabilities and make some people more effective in their role than others.



Manage unsatisfactory performance

- Unsatisfactory performance involves an employee failing to effectively perform the key accountabilities of their role. This can occur because a person does not have the level of capability required or is not applying their capabilities effectively. Use the Capability Framework to assess whether the problem is one of "role fit" and lack of capability, whether the employee does not know what is expected of them, or whether there are other issues at play (such as low motivation).
- Take ownership of managing underperformance, acting immediately. Be clear with the employee about behaviours and capability standards required, and the consequences of non-achievement of performance objectives. Work with the employee to identify their capability development needs, create a development plan and support the employee in working through the plan to develop and apply their capabilities at the level.

Continued page 3

Key actions continued

Become a great manager

- Role model the behaviours you want your team to display. For example, if you would like your team to concentrate on the Work Collaboratively capability, make sure you are visibly collaborating with your peers and explaining to your team the benefits of this collaboration.
- Use the People Management group of capabilities to self-monitor and examine how you are going: do you need to develop your coaching or mentoring skills?
- Make curated employee mobility a key tool you use to build your team's capability: motivate your employees to pursue growth-based careers by explaining how varied career experiences foster greater employability and future leadership success.
- Ensure that you seek feedback about your employees from a range of people: ask for comments specifically relating to the capabilities and their descriptors, to consider whether your employees have made any behavioural changes and what further coaching you can offer.
- Form a performance management group with other people managers: discuss and analyse your team's capabilities in the context of your work and broker opportunities for job-shadowing and knowledge sharing. By examining the organisation's objectives and your employees' capabilities you can help chart the way to a more agile workforce, to optimise business outcomes.
- Seek opportunities to obtain experience in applying your capabilities in different roles:
 - within the same occupational/professional group
 - across different organisational/professional groups
 - across different agencies/clusters
 - across managerial and technical tracks

Toolkit

- Managing for Performance: Guide for Managers
- Managing for Performance Program
- Workforce Dashboard
- Human Capital Management systems
- Senior Executive Fundamentals
- Agency developed resources