



Department of
Environment and Conservation

Our environment, our future



069897

EMPLOYEE PERFORMANCE DEVELOPMENT PLAN (EPDP)

STAFF SESSION

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Presented by



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EPDP WORKSHOP

OUTCOMES:

As a result of this session participants will:

- Explore the principles underpinning EPDP
- Understand the EPDP policy and guidelines
- Practise the skill of self reflection
- Identify key factors to ensure successful EPDP meetings
- Practise goal setting and action planning
- Explore the documentation associated with EPDP

AGENDA

9.00 Introduction

Background to EPDP

The Public Sector Standards

The EPDP process and policy

- Definition
- Objectives
- Policy requirements

EPDP Guidelines

Self Reflection and links to DEC planning and job role.

10.30 BREAK

The EPDP meeting – roles and responsibilities

Review Phase of the EPDP Meeting

Planning Phase of the EPDP meeting

- Setting goals and action plans

Implementation Phase

Reciprocal Feedback

Question and Answer session

12.30 CLOSE

BACKGROUND TO PERFORMANCE MANAGEMENT

Staff Rights

Staff have three rights regarding their performance:

- To be clear about their role
- To have access to feedback about how they are doing
- To be provided with opportunities to development

A manager is responsible to ensure this is in place for staff.

What is Performance Management?

Performance Management is:

- a process successful organisations use;
- designed to support and empower staff;
- designed to help staff plan and evaluate their performance;
- able to provide opportunities for growth and development; and
- a process that should not be used to punish people.

Public Sector Standards in Performance Management

Outcome:

The performance of all employees is fairly assessed to achieve the work-related requirements of the public sector body while paying proper regard to employee interests.

The standard

- An employee is informed about how their performance will be managed and the results of their performance assessment.
- A proper assessment of the employee's performance takes into account both the work-related requirements of the job and identified employee interests.
- Processes, decisions and actions are impartial, transparent and capable of review.

DEC EMPLOYEE PERFORMANCE DEVELOPMENT PLAN

BACKGROUND

One of the Corporate Objectives of DEC is to *“Recruit, develop, reward and retain knowledgeable and talented staff, and provide a stimulating, safe, productive and supportive work environment where staff can pursue individual goals consistent with those of DEC”*.

DEC has developed an Employee Performance Development Plan (EPDP), which is integral to achieving this objective and to achieving DEC’s mission.

DEFINITION

Managing the performance of people within an organisation is a continuous process of reviewing and assessing past performance and of forward planning to achieve work team, organisational and personal goals. This requires a commitment by employees, supervisors and senior management to the process.

INTENT OF EPDP

Effective individual performance management will:

- improve the way we work
- strengthen the supervisor/employee relationship
- encourage people to talk honestly and openly to each other
- provide fairer access to development opportunities
- enhance DEC’s capacity to achieve its Mission

PRINCIPLES

The EPDP policy is to be applied in keeping with the following principles:

- encourage the best performance from employees
- provide constructive work performance feedback
- provide feedback on an on-going basis
- focus on performance
- acknowledge good performance
- deal with performance problems as they arise
- give people access to what is documented about their performance
- provide opportunity for review
- have clear links between the work of the individual and the goals and objectives of their work team, branch, division and DEC
- ensure confidentiality
- embody the principles of natural justice

EMPLOYEE PERFORMANCE AND DEVELOPMENT PLAN (EPDP) POLICY

- Performance management will apply to all DEC employees.
- Corporate Executive will ensure that the EPDP is supported and implemented, and will monitor staff participation.
- The EPDP will involve supervisors and employees working together to:
 - plan and review work performance and outcomes
 - identify work related development needs of employees
 - define tasks to be performed and to what standard and to an agreed time frame
- The responsibility for setting performance targets for individuals and work teams rests with supervisors. This should be done in consultation with appropriate people. The EPDP will cover all aspects of an employee's job.
- The outcomes of these discussions and consultations are to be documented and signed by both the supervisor and the employee. Either the supervisor or employee can request formal reviews in addition to the minimum annual review. The EPDP cycle will be completed every 12 months.
- A formal performance review is to be held at the end of any acting period of more than 12 weeks. Supervisors and employees are encouraged to review how an employee has performed after any period of acting, especially if the employee requests a review.
- Initially, substandard performance shall be dealt with through performance management and not disciplinary processes. Where consecutive performance reviews have failed to modify poor performance, then the supervisor may apply the procedure for managing sub-standard performance.
- Performance reviews/assessments are to be conducted by the employee's supervisor and may include the presence of a third person as nominated by the employee.
- All completed documents and records relating to the employee's performance management will be endorsed by the employee and then kept in the employee's personal file which is held by DEC People Services.
- It is recommended that supervisors and employees keep copies of completed review documents under confidential cover. All performance management review documents are confidential.
- Aggregate data from the EPDP cycle documents will be analysed and used for identification (and coordination of subsequent cost effective delivery) of learning programs required to optimise organisation and employee performance development.



EMPLOYEE PERFORMANCE AND DEVELOPMENT PLAN (EPDP) GUIDELINES

These guidelines are written to assist all DEC employees participating in the EPDP program.

1. Introduction

There is an expectation that this department will meet Public Sector Standards by managing the performance of its employees. EPDP is a departmental program that allows this to take place. The program involves a continuous process of reviewing and assessing past performance. The program includes all aspects of an employee's work.

EPDP requires a commitment by senior management, supervisors and employees.

Having an effective EPDP program in place will have the benefit of improving the department's overall performance. From the employee's point of view, EPDP provides the opportunity to improve their performance, and to make forward plans to achieve work team and organisational goals that they have been set by their supervisor. The program also provides employees with the opportunity develop skills to improve their performance and to follow their chosen career pathway.

The **spirit** in which staffs approach the program has an important bearing on its success. The program emphasises open and constructive relationships between employees at all levels, encouraging them to work together and to understand their effects on each other, to share problems, to plan remedies and to co-operate willingly in dealing with issues facing the organisation. If the spirit is accepted and practised, the EPDP program will contribute significantly to the Department's overall performance and provide greater work satisfaction for all.

2. What does EPDP involve?

EPDP involves meetings between employees and their supervisors to discuss individual performance against a set of agreed goals.

Annual Meeting

The cornerstone of the EPDP program is an annual formal performance and development meeting which involves the employee and his supervisor. Participants should make themselves aware of matters that relate to their participation in this meeting.

The annual EPDP meeting addresses:

- Performance by reviewing past 12 month performance, analyzing the current situation, planning for the next 12 months through an action plan that identifies goals, tasks, milestones, standards and measures of success (performance indicators).
- Development by focusing on training/learning and the continuous improvement of the employee to enable him or her to meet their goals, develop skills and meet their career aspirations.

A record of the meeting (Meeting Record form) is kept and is used for future reference by both the employee and the supervisor.

The EPDP meeting has two points of entry:

1. Existing employees commence the meeting at the **review** stage
2. Employees new to a department or a position commence the meeting at the **planning** stage

In summary, the annual EPDP meeting might be conducted along the following lines:

1. Joint completion of a Pre-interview Self Review Guide prior to meeting.
2. Joint discussion, agreement on the job description and preparation of the Review documentation.
3. Joint preparation of an action plan that identifies key performance goals and the skills required to meet the standards set in the workplace.
4. Joint preparation of the Development Plan for the coming period.

5. Supervisor and employee to summarise and sign off on the EPDP meeting.
6. Supervisor to copy the document and maintain on local file, and forward the original copy of the meeting record **under confidential cover** via the relevant Regional/Branch/Section Manager, to the Manager, People Service Branch.

Progress Meetings

The annual meeting is followed by regular formal and informal meetings that review employee performance during the year. The supervisor should keep a record of these meetings.

3. Participation in the program.

All employees are expected to participate in EPDP, including attendance at training and participation in annual EPDP meetings.

Role of senior management

The Director's role is to encourage their staff to participate in the program and to monitor staff participation.

The Branch/Section manager's role is to arrange for their staff to participate in the program, to monitor progress and manage issues that arise.

Role of the supervisor

The Supervisor's role is to manage the performance of staff responsible to them. This involves:

- Managing the annual EPDP meeting and the outcomes arising from it
- Conducting progress meetings during the year to assess performance against goals set at the annual meeting.

A set of suggested action items has been prepared to assist supervisors conduct the annual EPDP meeting.

Role of the employee

The employee's role is to:

- Participate in the annual EPDP meeting and reach agreement with their supervisor on the outcomes of the meeting
- Work towards achieving the outcomes agreed to at the annual EPDP meeting

A set of suggested action items has been prepared to assist employees participate in the annual EPDP meeting.

4. Training

There is an expectation that all staff will undertake training. In addition supervisors will undertake additional training that provides them with the skills to manage the performance of employees. People Services Branch will provide training in the form of workshops for groups of employees, and self paced learning packages for individuals.

5. Links

Information about EPDP is available on the PSB website.

SELF REFLECTION

- Research shows it is a critical element for a successful process.
- It helps staff to be proactive rather than reactive when dealing with change.
- It helps staff come to the EPDP meetings well prepared and able to contribute.
- Strategies include: critical incident, partner discussions, journals, response to questions.

Pre-Interview Self Review Guide

The Pre-Interview Self Review Guide assists an individual to reflect on goals, roles and accomplishments from the last 12 months.

It also assists an individual to reflect on future goals, plans and potential development needs for the next 12 months.



REVIEW PHASE OF EPDP MEETINGS

Aim: *To review and evaluate, provide feedback, identify opportunities for improvement and recognise achievement in relation to employee performance over the agreed time-frame.*

The review phase of the meeting provides the opportunity for the staff member to review their performance over the past year with their supervisor. It is an opportunity to talk about their achievements and successes, their frustrations, whether the support they had negotiated was forthcoming and appropriate, and what their preliminary plans for next year might focus on. This review should be facilitated by the manager, and should provide them with an opportunity to recognise and acknowledge the work of the staff member.

Utilising the completed Pre-Interview Self Review Guide will greatly assist this stage of the process.

A review component of the documentation should:

- List the goals set during the previous Planning Component of the EPDP Meeting.
- Assess the extent to which each goal was achieved.
- Recognise achievement and provide honest feedback about performance, including disappointments.
- Indicate whether target completion dates were met, and include reasons where goals were not fully achieved.
- Where relevant, discuss and record how future performance might be improved, ensuring results are incorporated into future performance and/or learning goals.

Performance review will work best when:

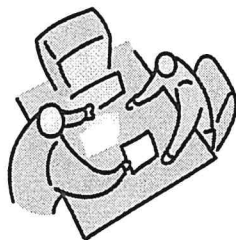
- there are no surprises at the review phase;
- there is a focus on achievements, not faults and failings; and
- the manager facilitates the staff member's own review, rather than doing it to them.

PLANNING PHASE OF EPDP MEETINGS

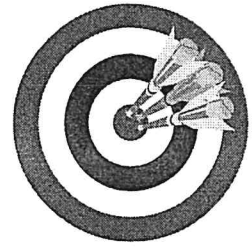
Aim: *To identify key performance goals, and actions and skills required to meet these to the required standards in the agreed timeframe.*

The Planning Component of the documentation should:

- Identify and list key performance goals to be achieved over the agreed timeframe.
- Be measurable and achievable, and related to Corporate, Division, Branch/Region and District/Section plans.
- Carry over or modify some of the key performance goals from the previous EPDP meeting
- Utilise the *Skills Checklist* as necessary.
- Include *Action Plans* to clearly indicate what will be done to achieve the goals.



ORGANISATIONAL AND INDIVIDUAL GOALS



TASK:

Discuss in pairs the current organisational priorities and initiatives that are likely to impact directly on you and your work in the next 12 months.

What are they?

IDENTIFYING AND PLANNING FOR KEY PERFORMANCE GOALS

TASK:

1. As an individual, identify one potential key performance goal for yourself for the next 12 months. Remember to make it specific, measurable and achievable. It should also relate to your work group priorities.

Draft key performance goal:

2. Share with a partner and discuss in relation to: relevance, specificity, how it could be measured and its achievability.
3. Based on the discussion, refine the goal and identify some key actions that will be required by you to achieve the goal.

Refined goal:

Key actions required:

EPDP DEVELOPMENT AND LEARNING COMPONENT

Aim: *To identify goals and actions that will enable employees to develop their skills and meet their performance goals and career aspirations.*

Managers and staff need to:

- Refer to Planning and Review Components of the current EPDP meeting, and Development and Learning Component from the previous EPDP meeting, to assist in determining new learning and development goals.
- Refer to *Skills Checklist* as necessary.
- Provide key details of required training so that the *Organisational Learning and Development Section* can record and provide further information or facilitate nomination for training.
- Discuss the staff member's career aspirations (where to from here? what type of work is preferred?) and what needs to be done by the employee and the supervisor to achieve these.

Note:

This section of the process does not need to be completed if additional training and development is not required, or if the staff member has no career aspirations.

TASK:

Identify one potential development or learning need that may be relevant for you and identify key actions that may assist you in meeting that need. Then share this with a partner.

Development or learning need:

Actions that may assist:



EPDP FINAL COMPONENT

JOB DESCRIPTION FORM

Is the JDF up-to-date? If not, the supervisor and manager are to re-draft as soon as possible and forward to People Services Branch for review and registration.

CODE OF CONDUCT

Has the employee read and acknowledged the Code of Conduct? Managers and supervisors are responsible to ensure this happens. If an employee refuses then a note to this effect is signed off by both the supervisor and the employee.

LEAVE CLEARANCE PLAN

Has a plan been put in place over the next 12 months, to identify what leave is to be cleared?

EPDP IMPLEMENTATION PHASE

Once the review and planning has taken place the implementation of the action is the next stage. What needs to be done and what support will be required should have been discussed at the planning phase. This phase of the process will be enhanced if:

- the line manager provides appropriate support and keeps in touch on a regular ongoing, basis. This can assist to build the working relationship between the two parties.
- the employee takes ownership of his/her own plan
- the employee regularly seeks feedback from a number of sources
- changes are made to the goals/plans if they are no longer appropriate.

RECIPROCAL FEEDBACK

There are two main types of feedback in the communication process. Feedback needs to be both given and received for either process to be effective. Reciprocal feedback is an integral part of the EPDP process.

MAJOR CONSIDERATIONS IN GIVING AND RECEIVING FEEDBACK:

Effective feedback will be based on trust and respect between the receiver and the sender.

It also needs to be:

- Specific;
- Timely;
- Meaningful; and
- Balanced.

When giving feedback it is best to:

- Offer feedback on observed behaviour/evidence, not perceived attitudes;
- Offer a description of what was seen, rather than a judgement;
- Focus on behaviour that can be changed;
- Choose the most critical aspects first when change is required; and
- Observe everyone's personal limits.

When receiving feedback it is best to:

- Be open
- Not to be defensive
- Listen actively to what is being said
- Assume in the first instance that it is meant genuinely and with good intent