Performance and development process

Introduction

When to use

Use this guide to help you understand Fire and Emergency's people performance and development process and to enable you to have meaningful two-way performance and development conversations.

Purpose

All Fire and Emergency managers and their individual team members are expected to participate in performance and development conversations. This ensures that everyone has the opportunity to achieve their best work.

This guide:

- outlines the benefits of performance and development conversations
- describes how to plan and execute regular, honest, two-way performance and development conversations between a manager and team member
- provides links to further information.

Note: This guide does not cover poor performance. If you identify this, see the Manage poor performance process.

Role

All personnel (managers and individual team members), except for New Zealand Professional Firefighters Union (NZPFU) members.

Contents

Effective performance and development

Building respectful relationships

Building respectful relationships creates a high-performing organisation and positive workplace culture. To help build these relationships, managers and team members need to have regular, consistent conversations.

To help them do this, we are shifting our focus from 'performance management' to regular, respectful and rewarding conversations. The shift looks like this:

Less of this…		More of this…
A discussion once or twice year to set and review goals	➡	Continuous goal-setting and discussions throughout the year
Cascaded goals from the top down	➡	Individual goals aligned with team goals
Goals focusing on end-result only	➡	Goals for development and learning
Directed by the manager	➡	Individuals set the agenda

Focus on past performance   ➡️   Focus on development and the future.

This remains the same…
• All team members will understand what is expected of them through the setting of goals • Setting goals helps all team members understand what we expect of them. • All team members can find out how they are progressing against these goals. • Both managers and team members participate together in setting and reviewing goals, noting down key decisions • Managers and team members set and review goals together and note down key decision • The manager records discussions and agreement on a rating and a link to pay.

This shift aligns with our values/Ngā uara:

We do the right thing – Kia Tika

We serve and support – Manaakitanga

We are better together – Whanaungatanga

We strive to improve – Auahatanga

Regular, respectful and rewarding conversations	Honest, two-way conversations between a manager and team member focusing on performance and development will help us to perform at our best. These conversations must be:

Regular	• Scheduled and organised • Ongoing • Simple and transparent
Respectful	• Developmental • Meaningful and two-way • Relationship-driven
Rewarding	• Clear paths for development and specific performance goals • Clear connection to role purpose and organisation outcomes • Recognition and inclusion

Benefits to personnel

Regular, honest, two-way conversations between a manager and team member focusing on performance and development will help Fire and Emergency personnel to:

- feel engaged
- be clear about why they are here
- grow through development to be the best they can be
- perform their best
- enjoy being at work
- feel included and safe.

These conversations are particularly rewarding when goals are set and reviewed that clearly align with the team, organisational and community purpose.

Performance and development process

What is performance and development?

Performance and development is about performing at your best, developing your capability and being recognised for what you achieve. To do this, you will have conversations with your manager that are regular, respectful and rewarding. The process is:

- **comprehensive** – it covers three key aspects of your work: your contribution, your behaviour and your development
- **continuous** – it is regular and ongoing (rather than just once or twice a year).

Comprehensive conversations

What are comprehensive conversations?

Comprehensive performance and development conversations cover your **contribution**, **behaviour** and **development**.

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Your contribution

What you do

Makes an impactful contribution to the success of Fire and Emergency through achievement of job role expectations

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Your behaviour

How you do it

Exhibits acceptable standards of behaviour and personal responsibility

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Your development

How you can grow

Demonstrates a commitment to your own growth and development by building and attaining capability

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Each of these areas is described in more detail below

Conversation perspectives

In these conversations it is useful to also think about your **performance and development** from four different perspectives:

- as a individual
- as member of a team
- as a member of Fire and Emergency
- as part of the community you serve.

When thinking about setting goals and meeting expectations on 'what you do' and 'how you do it' , consider your impact across all four of these perspectives. You will have an impact, as an **individual,** as a **team member**, as a member of **Fire and Emergency** and as a member of the **wider** community which will be dependent on the role you have.

Comprehensive conversations – details

Your contribution

Key concepts

- Know how what you do contributes to organisation and team priorities.
- You and your manager discuss and decide together what is expected of you.

Documents to support

- Job description
- Any previous agreed goals
- Teamwork plan/schedule of work

Conversation/reflection prompts

- What specific results do you need to achieve? How do they help meet the team's goals?
- Can you see how your goals are linked to your team's goals, and thus to the whole organisation's?
- What do you need to achieve or deliver now?
- What does success look like?
- What steps do you need to take to be successful?
- What does success look like for you, your team, the organisation or the wider community?
- How will you track your progress?
- How can you use your strengths?
- What do you need from your manager to reach your goals?

Your behaviour

Key concepts

- How you do things (your behaviour) can have a greater impact on your success at work than what you do.
- How well we behave is central to how well we can deliver.
- Setting expectations and goals for behaviours can be challenging but is important.

Documents to support

- Your team's expectations and goals

- [Fire and Emergency values/Ngā uara](#)
- [AFAC Leadership Capability Framework](#)
- [Standards of conduct](#)

Conversation/reflection prompts

- What workplace values most align with your own? Which are you most comfortable with?
- What are your strengths when working with others? Are you able to use your strengths?
- How is everything going with people you work with? Are there any concerns?
- How do you think we could work better together? What feedback have others given you?
- Could you have handled a situation differently? If yes, then how?

Your capability

Key concepts

- Everyone needs to grow, develop and adapt to keep doing their best work (even if you intend to stay at your current role).
- You learn and develop most through experiences.
- Providing opportunities for team members to grow and develop is a key leadership responsibility.
- Plan to grow and develop to meet your career aspirations.

Your capability

Documents to support:

- Previous development plans
- List of possible on-the-job experiences
- Role descriptions for aspirational roles.

Conversation/reflection prompts

- What skills, knowledge and experience do you need to be effective and successful in your current role?
- What skills, knowledge and experience do you need to develop for future roles?
- What behaviour(s) do you need to develop to perform at your best?
- What are your career aspirations? What do you need (support, experiences, development) to achieve these?
- What are your strengths and how can you use and further develop these?
- What will support you in being your best?
- What do you need from your manager to grow and develop?

Continuous conversations

What are continuous conversations?

Continuous performance and development conversations are regular and ongoing. There are three key steps:
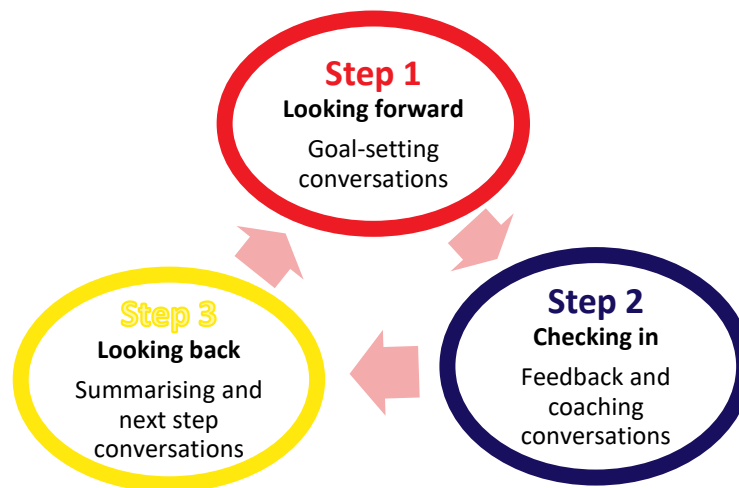
Regular | Respectful | Rewarding

Step 1	*"Let's agree what is expected of you."*
Looking forward	Firstly, we agree on what is expected to get a sense of purpose and direction as to how you can best spend your time

This involves:

- setting, agreeing and recording performance and developmental goals
- ensuring all goals are linked to team and organisation purpose
- a partnership between manager and team member.

This is best when…

- goals are regularly updated (monthly is good)
- there are three to five goals
- the goals come from each of the three areas – your contribution, your behaviour, your development
- goals include how you will know when you achieve success
- you can clearly see how goals contribute to the team and organisational goals
- either the manager or the team member initially draft the goals within an agreed structure.

Resources

- You can record goals and measures on the Step 1 page of the Performance and development conversation record.

For further information, see:

- Setting goals for performance and development
- MindTools for performance development

Step 2

"How well are you doing now?"

Checking in

Throughout the year we have regular conversations to check in.

This involves…

- regular conversations throughout the year, focusing on the future
- real-time feedback and recognition of work completed and achievements
- possible coaching sessions
- amending goals to ensure that you are meeting changing priorities.

This is best when…

- both manager and team member are jointly accountable for sustaining these conversations
- these conversations are at least monthly, one to one
- you note key decisions and summaries
- you include quick catch-ups and coaching sessions.

Resources

- You can record key decisions and discussions on the Step 2 page of the Performance and development conversation record form.

For further information see MindTools for performance development and the MindTools application

Step 3	***"How well did you do. What's next?"***
Looking back	At agreed review periods, we summarise progress and have conversations about next steps.

This involves:

- regular and planned conversations, ideally quarterly or six-monthly
- a more formal conversation recognising your achievements and development against what you agreed
- more lead-in time, a planned agenda, and preparation
- an opportunity to formally record discussions and decisions and provide an overall rating.

This is best when:

- there are no surprises for either the manager or team member
- meetings are well planned, including time, place, purpose, agreed agenda and agreed method of recording outcomes
- you are prepared, i.e. gather relevant information and be prepared to talk about what you have done, how well you have done, how you have grown and developed, what went well, what did not go well and feedback from others

Resources

- You can record review details on the Step 3 page of the Performance and development conversation record.The manager and team member should sign this.

For further information, see

- Tools & applications

Getting started with performance and development

Initial meetings	The manager and team member should initially meet and confirm their approach to continuously setting expectations, checking in and regular reviews. It is important to:

- confirm when and where you will hold conversations
- confirm manager's and team member's responsibilities, i.e. setting the agenda, timing, writing up and saving documents
- collate and review key documents to prepare for the conversations.

See Appendix A: Example of a planned approach to continuous conversations for an example.

Record the details you have agreed on the first page of the Performance and development conversation record.

Responsibilities   Manager and team member responsibilities and accountabilities are described below:

Managers will…	Team members will…
• Ensure there is opportunity for performance development conversations • Help team members understand how they contribute to team and organisation • Clarify expectations of team members • Ask for, and keep track of, progress of team • Provide regular feedback • Support and broker development and growth opportunities for team members • Provide resources to team members to support them to achieve goals. • Ensure there is a record of key discussions and decisions	• Set time and agenda for performance and development conversations • Understand how their work contributes to team and organisation • Seek clarity on what is expected of them • Keep track of own progress • Be available, and ask for, regular feedback • Participate in learning, growing and development opportunities • Work towards achieving goals • Record their achievements and key discussions

Performance and development forms

The Performance and development conversation record is available to guide the manager and team member through the three-step continuous conversations process.

You can tailor the form to fit your needs as long as you cover the three steps. Sign the signature block at the end of Review step (Step 3)

Appendix A: Example of a planned approach for performance and development.

Sam has joined Sally's team. Sally has used the induction guide to welcome Sam into the team and has set him up with the knowledge he needs to start his new role. Sam and Sally have met several times throughout the induction process.

Now, Sally and Sam are planning the last key step in induction, which is setting up their performance and development conversations**.** Here's what they do:

1. Sally and Sam discuss the frequency of development and recognition meetings. They decide to have an hour-long one-to-one to set new goals. They think that ongoing one-to-one continuous feedback discussions will be 30 minutes.

2. They agree that Sam will set the calendar invites and extra agenda items. They decide that the meeting will have the following key agenda items:
   o what has gone well and what has not gone well
   o requests for support/information
   o feedback given or requested.

3. They also agree that between the scheduled one-to-ones, Sam and Sally will have quick catch-ups as required. Sally confirms she does not mind ad hoc catch-ups at her desk or in the kitchen.

4. They agree that Sam will update the log and send a copy after each one-to-one. Each will save this in their files.

5. They agree to carry out formal reviews quarterly, i.e. end of March, June, and September as these times align with the anniversary of Sam's start date. Sally will send the agenda for these.

Related information

How do I

Use Performance and development process

Policies

Performance and development

Personal record management

Remuneration

Remuneration policy update 2018

Guides

Performance and development

Mind tools for performance and development

Setting goals for performance development

Forms and tools

Performance and development conversation record

Document information

Owner	DCE People
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Record of amendments

Date	Brief description of amendment
November 2019	Initial version