

** Email from DOT received 4 November 2009 **

Hi Katie,

Thanks for your feedback on the new DOT Performance Management System (PMS) and as promised please find below a reply in relation to the matters you have raised.

Performance Plan Deadlines

As you are aware, part of the launch of the new DOT PMS, people were advised that the aim was to have all individual plans finalised by the end of October, although this was never meant to be a hard and fast deadline.

We recognise that this system is a recent innovation and some DOT people may need extra support/time to move from the old system to the new. To assist those people to resetttle in the new process, a revised completion date of the end of November would not be unreasonable.

In addition, for those people affected by recent organisational realignments in some parts of the department, an end of December completion date seems reasonable for the completion of individual plans.

Shortly, we will be sending a Bulletin Board message out to all DOT people advising of this.

It is also important to note that P&OD-Divisional Management Services (DMS) has been and will continue to actively support the line areas, using a common sense approach to finalising individual performance plans.

I encourage you to advise your members to seek assistance from their manager or DMS representative if they are having trouble completing their plans.

As discussed with you, the new system allows for regular feedback sessions between DOT people and their managers (an important improvement on the old system) and therefore we are keen to have plans finalised (at least in an agreed draft format) before the end of December so that the ½ yearly and 3 rd quarter conversations can take place prior to the end of the performance cycle.

Subjectivity of Criteria

As part of the 'Living DOT's Values' section of the PMS form, and after discussion with their manager, people may choose between two and four of DOT's seven values which are appropriate for their role. Once the values are identified, the person and their manager discuss, identify and agree on suitable observable actions so they can be measured. It is important to note that DOT people are not expected to identify actions and measures against all seven of the DOT values, only those that they and their manager believe relevant to their job. We have made this very clear in the revised templates.

Length and Complexity

It is important to highlight that the previous performance management system required people to identify six capabilities from a 60 page Capability Framework document. There was clear and consistent feedback from both DOT people and managers that this process was very complex and frustrating with low utility value.

The old system also ignored the fundamental principle that the performance plan should document and differentiate between one's underlying work expectations and progression goal(s) / criteria / expectations.

The new system addresses these concerns raised by DOT people and simplifies the process in a clearly laid-out format. In addition, the DMS team is available to support anyone who is having difficulty completing their plans.

It is important to note also that the old system's templates were also five-six pages long.

Opt-Out of Progression Option

The opt-out feature of the new DOT PMS is available in recognition that some people may choose, because of personal circumstances, to forego setting a progression goal / criteria in a given cycle. However, the choice to opt-out of progression is at the discretion of the person and not because of misplaced duress by the person's manager.

In fact, we take this issue very seriously, and will be monitoring who (gender, grade and Division) and where people have opted out to ensure that this is absolutely driven by the person themselves and that no unwelcome patterns emerge regarding opting out of progression across the department.

As with any concerns raised about personal circumstances, it is necessary to know who is involved so that appropriate follow up can take place. I propose that you speak with the relevant members who have reported that they have been encouraged to opt-out of progression and advise them to speak with either myself or Alice Guiney (our Manager of Fair Treatment, Access and Equity) so that we can follow up. I reiterate this is not the intention of this feature.

Time Release to Enable Performance Plan Completion

The development of people's performance plans should be completed during normal working hours as they were with our last system and as they across the VPS. If you are suggesting that people are being asked to complete their plans outside of normal duties/hours, I am happy to follow up.

Electronic Form

As discussed with you on the phone, feedback was received about the technical problems confronting people in completing their plans electronically. This feedback has been taken on board and the electronic forms have been amended and are now easy to navigate and are available on line for all to use. Subsequent feedback indicates these revised forms are much friendlier. Moreover, those people who were able complete their plans using the previous electronic form will not be required to re-do them using the current version.

Development Matrix

The Career Pathway and Development Planning Tool (Matrix) is currently in design phase. We have facilitated two development sessions with DOT people (65 people) and have facilitated a validation workshop with 52 DOT people. Once the content has been validated from a HR perspective we will then be putting this on line and linking all our development offerings to it accordingly. We expect this will be available by End November 2009.

Just a point of clarification, the Career Pathway and Planning Tool is intended as a tool to assist people with identifying pathways for their career (vertical and horizontal) within DOT and providing meaningful information on what knowledge, experience, personal attributes and capabilities are needed to inform targeted development planning that supports people's career aspirations. As you know, this tool was developed in response to the feedback DOT received through the bi-annual People Survey where 53% people indicated they were not clear about career opportunities or pathways within DOT.

The tool will be used on a voluntary basis (only if the person chooses to use it) and DOT's Performance Management System is not reliant on its use.

I trust you find the above a satisfactory response to your concerns. If you would like clarification on anything please give me a call.

Regards,
Trevor

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