



**ACT**  
Government

**Canberra Health  
Services**

Via email:

Dear

## **Consultation – Canberra Health Services revised approach for performance planning**

I write to commence consultation on the implementation of Canberra Health Services' revised approach for performance planning.

### **What is the proposed change?**

As a major initiative of Canberra Health Services' Fostering Organisational Culture Improvement Strategy (FOCIS) in November and December 2020, the Workforce Culture and Leadership (WCL) team undertook consultation across Canberra Health Services (CHS) to determine the factors that impact use of the existing ACT Public Service Performance Framework (the Framework) and seek staff feedback on how the application of the Framework could be improved to ensure a more positive experience.

WCL conducted 19 focus groups, for executives and employees across clinical and non-clinical areas of CHS.

The feedback from this consultation established that the Framework is not well implemented across CHS, and there is inconsistent engagement in the Framework by staff and managers. A number of factors have contributed to this, including:

- Purpose of the Framework is not well understood.
- The performance plan template is not user friendly, with many staff stating the name of the template is not helpful as it suggests the focus is on outputs, not development and not about performance planning discussions between staff and direct manager.
- Capabilti is not the best portal for the performance plan template - too complex and not user friendly.

To address the above, a new model title FOCIS-Strengths, Engagement and Development (FOCIS-SED) and accompanying documents have been developed, including:

- FOCIS-SED Guide
- FOCIS-SED Plan Template
- FOCIS-SED Roles in Action Guide
- FOCIS-SED Values in Action Guide

Please note – the FOCIS-SED Roles in Action Guide has been corporatised by our internal Communication Unit to help provide an example of the branding that will be used to corporatise all FOCIS-SED documents once finalised.

FOCIS-SED has been endorsed by Our People committee members and CHS CEO.

### **What are the benefits?**

The staff consultation, as well as contemporary research on performance management conducted by Gallop – Gallup Re-engineering Performance Management, Wigert & Harter, 2019, contributed to the development of FOCIS-SED.

CHS FOCIS-SED approach aims to re-engage our workforce in timely and regular discussions about their performance goals, and just as importantly, their development needs and other supports needed for job fulfilment and career progression.

FOCIS-SED redefines performance management as performance development and is therefore a more accurate reflection of the approach CHS wants to embed in the organisation, as it aligns with the top needs of employees, as shown below.

EMPLOYEES' TOP NEEDS FROM EMPLOYERS	EMPLOYEES' TOP NEEDS FROM MANAGERS
Opportunities to learn and grow	Job clarity and priorities
A good manager	Ongoing feedback and communication
High-quality management	Opportunities to learn and grow
Interest in type of work	Accountability
Opportunities for advancement	

Table 1. Gallup Re-Engineering Performance Management Wigert & Harter, 2017

### **Next steps?**

I am inviting you to provide feedback on FOCIS-SED and give your views about the impact of the proposed changes by close of business 27 September 2021 to Flavia D'Ambrosio, Senior Director, Workforce Culture and Leadership by email, [flavia.dambrosio@act.gov.au](mailto:flavia.dambrosio@act.gov.au)

I look forward to your response and contribution to this consultation process. If you have any questions or concerns regarding the consultation process or to request additional information, please do not hesitate to contact Flavia D'Ambrosio on (02) 512 49585.

Yours sincerely



Kalena Smitham  
Executive Group Manager  
People and Culture

September 2021

**CC:**

Flavia D'Ambrosio, Senior Director, Workforce Culture and Leadership Unit

**Encl:**

FOCIS-SED Guide

FOCIS-SED Plan Template

FOCIS-SED Roles in Action Guide

FOCIS-SED Values in Action Guide