

### **(a) Performance and Development Index**

This index is designed to aid individuals in evaluation their performance and examining improvement or developmental options.

This evaluation system is based on two variables (1) the progress on agreed objectives ('what' was achieved) and (2) the demonstration of the required role / discipline specific competencies ('how' objectives were achieved). The review meetings and evaluation system allows for stronger recognition of performance in the role and places a focus on areas for development or corrective action in the instances of underperformance.

The model describes rating standards of achievement which are applied to both 'what' was achieved and 'how' it was achieved. This is in the interest of consistency and transparency. The rating standards can convey a clear signal to people on how they are doing and therefore can motivate them to improve performance. When plotted on the Performance and Development Index the combined level of achievement gives an individual clear feedback on where they are on the continuum of development and gives equal visibility to both achievement of objectives and personal behaviours. The rating standards are:

#### **Objectives / Results**

<b>Requires Improvement (RI)</b>	Some of the objectives achieved
<b>Improving (I)</b>	Most of the objective achieved
<b>Effective (Ef)</b>	Achieved agreed objectives
<b>Exceeds (Ex)</b>	Achieved more than was agreed

#### **Demonstration of role/discipline specific competencies required**

<b>Requires Improvement (RI):</b>	Room for improvement in most areas to meet organisations standards and expectations
<b>Improving (I)</b>	Most standards are met but some areas need further development if required personal and organisation's expectations are to be achieved
<b>Effective (Ef)</b>	Meets required standard in all areas
<b>Exceeds (Ex)</b>	Surpasses required standard for the role

**Diagram 1**

**Performance and Development Index**

<b>Results (Objectives)</b>	<b>High</b>	<b>High/High</b>		
	<b>Exceeds</b>			
	<b>Effective</b>	<b>C</b>	<b>D</b>	
	<b>Improving</b>		<b>B</b>	
	<b>Requires Improvement</b>	<b>A</b>		
		<b>Requires Improvement</b>	<b>Improving</b>	<b>Effective</b>
	<b>Low/Low</b>			<b>Exceeds</b>
	<b>High</b>	<b>Role/discipline specific competencies</b>		

### Examples of evaluation

- A** Requires Improvement for both Results and Behaviours
- B** Results need to improve and is Effective for Behaviours
- C** Effective for Results but requires Improvement for Behaviours
- D** Effective for Results and Effective for Behaviours

### Implications

- A:** Requires immediate improvement on both variables within a defined time scale
- B:** Effective or Exceeds on either results or behaviour but needs to move out of the *Requires Improvement* zone on weaker attribute to achieve potential.
- C:** Effective or Exceeds on either results or behaviour but needs to move out of the *Improving* zone on weaker attribute to achieve potential.
- D:** Effective or Exceeds on both results and behaviour.

### Possible actions

- A** Enter a specific time bound improvement and development plan.
- B** Development plan targeting behaviours or achieving results.
- C** Development plan targeting behaviours and achieving results
- D** Access to Succession Management or Leadership, Education and Development programmes.