



AFP National Guideline on Performance Development Agreement

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1. Disclosure and compliance

This document is classified **UNCLASSIFIED** and is intended for internal AFP use.

Disclosing any content must comply with Commonwealth law and the [AFP National Guideline on disclosure of information](#).

Compliance

This instrument is part of the AFP's professional standards framework. The [AFP Commissioner's Order on Professional Standards \(CO2\)](#) outlines the expectations for appointees to adhere to the requirements of the framework. Inappropriate departures from the provisions of this instrument may constitute a breach of AFP professional standards and be dealt with under Part V of the [Australian Federal Police Act 1979](#) (Cth).

2. Acronyms

CRAMS	Complaint Recording and Management System
MOR	Manager One Removed
PDA	Performance Development Agreement

3. Definitions

Additional Team Leader - means an employee assigned by the team member who can help develop the team member's Performance Development Agreement (PDA) and provide comment against the team member's significant achievements.

Appointee - has the same meaning as under s.4 of the [Australian Federal Police Act 1979](#) (Cth).

Employee - has the same meaning as under section 4 of the [Australian Federal Police Act 1979](#).

Manager One Removed - means a team leader's team leader; usually a coordinator, senior executive employee or statutory office holder under the [Australian Federal Police Act 1979](#), who may receive upward feedback from a team member on their team leader's performance.

Performance Review Audit - means an independent review mechanism for dealing with PDA disputes.

Principal Team Leader - means a team member's direct or immediate supervisor who is responsible for managing the Performance Development Agreements for the members of their team.

Work Level Standards - describe the behavioural expectations at each band level across the AFP.

5. Authority

This guide was created by the National Manager Human Resources using power under s. 37(1) of the [Australian Federal Police Act 1979](#) as delegated by the Commissioner under s. 69C of the Act.

6. Introduction

The purpose of this Guideline is to outline the principles of the AFP's Performance Development

Agreement (PDA).

This National Guideline should be read in conjunction with the [Practical Guide on the AFP Performance Development Agreement](#) and the Practical Guide on Managing Underperformance.

7. Application

This National Guideline applies to all AFP Employees engaged under section 24 of the [Australian Federal Police Act 1979](#) (the Act), persons seconded from the AFP under section 40F of the Act and persons seconded to the AFP under section 69D of the Act (provided those persons are employed under the terms and conditions of the [AFP Collective Agreement 2007-2011](#)). The PDA is underpinned by the AFP values, behavioural expectations and the AFP Code of Conduct. For the purposes of the application of the PDA policy, principles and processes, it is possible for an employee to be both a team leader and a team member.

8. Employment Context

The AFP Performance Development Agreement (PDA) aims to facilitate effective performance management, in order to support the delivery of AFP objectives and outcomes. Effective performance management is achieved through building a workplace culture based on ongoing feedback between team leaders and team members and the clarification of performance expectations and objectives.

Performance objectives will be focused on 'what' we do as well as 'how' we are expected to do it. The 'how' will be achieved by incorporating Work Level Standards into the PDA. Work Level Standards describe the behavioural expectations at each band within the AFP.

Individual performance objectives should be informed by the role description, work level standards and corporate/functional area business plans. Performance objectives should aim to achieve specific and measurable outcomes and to improve individual and team performance. This will assist the AFP to achieve the outcomes and outputs set by the Commonwealth Government, the AFP's key stakeholder.

The features of ongoing regular feedback and the Manager One Removed (MOR) facility encourage a stronger performance management culture, including addressing underperformance issues in a 'real-time' environment. Compliance will be monitored through a reporting facility for Management teams.

The PDA will identify individual development needs and areas for performance improvement against a clear framework in line with AFP objectives, as well as highlight broader organisational development requirements.

9. Performance Development Agreement Principles

The following principles will guide the operation of the Performance Development Agreement (PDA) processes:

- Universal participation
- A 'no ratings' model with provision for 'exception performance reporting', where individual performance is identified as either 'Outstanding' or 'Underperforming'. These ratings will

- require supporting evidence
- The PDA will focus on performance feedback which identifies development needs
 - Six-monthly formal feedback sessions are supported by a template of questions and a provision to report on compliance
 - On two occasions throughout the year, a team leader must engage in structured face-to-face performance feedback with his/her team members
 - An emphasis on individual development requirements:
 - mandatory professional development, eg use of force and worklife diversity
 - identified current role skill gaps
 - future career planning
 - Team members may provide feedback to the Manager one Removed (MOR) about how the team leader discharges his/her PDA related responsibilities, as well as his/her leadership skills
 - A Management Team review panel consisting of managers within each office and/or functional area is to monitor and address all performance management issues
 - Corporate monitoring of the application of the PDA at all points including:
 - compliance
 - access to development opportunities
 - incidence of 'Outstanding' performance
 - management of underperformance.
 - A Performance Review Audit facility, for independent review of PDA disputes
 - A set of appropriate checks and balances to govern the operation of the PDA, including corporate monitoring and the retention of a National Performance Manager role in Corporate People Strategies
 - Complaint outcomes/management actions identified through the Complaint Recording and Management System (CRAMS) can be inserted into the PDA at anytime during the performance cycle (further information on the linking of CRAMS to the PDA can be found in the [Practical Guide on the AFP Performance Development Agreement](#)).

10. Six-Monthly Formal Feedback Sessions

The Performance Development Agreement (PDA) is centred on performance feedback discussions every six months between team leaders and each of their team members. This involves the identification of any organisational or personal career development needs of team members.

Effective communication in the feedback discussions is fundamental to the success of the PDA process. Both team leaders and team members carry responsibilities for ensuring that effective communication occurs throughout the PDA process.

Managers in their capacity as a team leader and/or Manager One Removed (MOR) bear the responsibility for ensuring the effectiveness of the PDA feedback process; this includes preserving necessary confidentiality in their MOR capacity.

All contributors to the PDA feedback processes will be required to conduct themselves in line with the AFP values and professional standards, and to give honest and verifiable performance feedback.

11. Team Members

Team members are encouraged to approach their feedback discussions as an opportunity to confirm how they are performing against their agreed objectives, seek clarity on any changes required to their performance and to identify their development needs.

12. Principal Team Leaders

Principal team leaders must ensure that:

- The six monthly feedback session occurs
- Feedback is timely, honest, qualitative, transparent, based the performance agreement reached with the team member and other relevant information
- The feedback session is recorded as required under the Performance Development Agreement process
- The team member commences a new performance agreement on completion of the feedback exchange.

13. Additional Team Leaders

Additional team leaders must ensure that:

- Team member performance is discussed with Principal Team Leaders
- Comments are made against the team member's significant achievements (optional).

14. Manager One Removed

The Manager One Removed (MOR) is to consider feedback on a team leader's performance with regard to his/her leadership and management of the Performance Development Agreement (PDA) process. At any time in the performance cycle, a team member will be able to provide confidential upward feedback to the MOR on his/her team leader's leadership capabilities and management of the PDA. In this context upward feedback provided by team members to the MOR will be used for supporting team leaders in addressing their development needs.

The PDA is not the vehicle to air personality clashes and/or personal differences. Such matters are dealt with as required under the AFP's conflict resolution procedures.

15. Managing Underperformance

Managing underperformance is an essential aspect of any manager and/or team leader role. A separate Practical Guide has been developed to assist with the management of underperformance.

16. Further Advice

Any queries relevant to the content of this Practical Guide may be referred to the Corporate People Strategies Capability and Performance Management Team.

17. References

[*Australian Federal Police Act 1979*](#)

[Australian Federal Police Commissioner's Order on Professional Standards \(CO2\)](#)

[AFP Collective Agreement 2007 - 2011](#)

[Practical Guide on the AFP Performance Development Agreement](#)

[Practical Guide on Managing Underperformance](#)