

# The Orbis approach to Performance and Development



# People Commitments that determine the design of the Performance and Development approach...



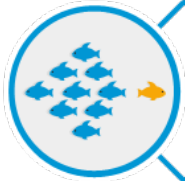
EPIC people are central to the success of Orbis. We commit that we will:

- ...always start from a position of trust
- ...treat everyone with respect
- ...enable our people to flourish and succeed
- ...value and recognise EPIC performance
- ...keep things simple
- ...encourage personal responsibility
- ...increase freedom of decision making
- ...act in the best interests of Orbis

# We want to drive different behaviour



**Achieve more together:** Working with others to achieve more than could have been achieved alone



**Challenge the Status Quo:** Always looking for opportunities to further improve.



**Be customer centred:** Delivering excellent services to our customers and residents, based on strong insight and relationships.



**Make things happen:** Taking ownership and accountability to deliver results



**Role model our Public Service Values:** Always behaving in a way that is consistent with the values unique to the Public Sector

# We want to drive different behaviour - Leadership



**Empower:** leading in a way that enables others to take action and develop themselves



**Inspire and Involve:** Setting a clear direction and involving others in the achievement of it



**Lead by example:** Consistently role modelling the Orbis behaviours

# The new Orbis approach



## Areas of focus

Agree objectives together and agree short term areas to focus on

Objectives aligned to Strategic Priorities

Reviewed regularly and reset when appropriate to ensure relevance

## Focus on the conversation

Review *what* and *how* as well as wellbeing and development

Simple form used in support of the conversation, not to *drive* the conversation

Led by the individual

## Regular Feedback

Regular monthly meetings instead of annual review meeting

Ongoing feedback and discussion about progress; behaviours and performance

Introduction of team objectives and team peer review

Orbis strategic direction setting

Apr

First setting of team objectives and areas of focus

May

Orbis level

Team level

Individual level

Apr

May

June

x12 Individual Progress  
& Development reviews

Mar

July

Wellbeing

Areas of  
focus

Feb

Aug

EPIC  
behaviours

Career &  
Development

Jan

Sept

Team review

2

Team review

1

Dec

Nov

Oct

# ‘The conversation’



Wellbeing

(every meeting)

Areas of focus

(as relevant for the individual)

Use of the EPIC behaviours

(as relevant for the individual)

Career & Development

(minimum of x2 per year)

- Conversation should be tailored to the needs of the individual
- Feedback provided at every meeting
- Individual to lead the conversation and provide relevant information e.g.
  - Feedback from customers
  - Examples of use of the behaviours