



Tasmania Prison Service
Department of Justice

Core Performance Framework

Version 4.0
March 2014

Authorised by:	Brian Edwards
Position of authorising person:	Director, Tasmania Prison Service
Date authorised:	26 March 2014
Developed by:	TPS Policy Unit
Date of last review:	November 2013
Date for next review:	November 2015
This document replaces:	TPS Core Performance Framework (Version 1.0, July 2013) <u>(Version 2.0, November 2013)</u>

Contents

Core Performance Framework	4
Purpose	4
Introduction	4
Use of the framework	4
Performance Indicators	5
Performance capabilities for all staff	7
Performance capabilities for all staff who work directly with prisoners	10
Additional performance capabilities for managers	13

Core Performance Framework

Purpose

The Core Performance Framework outlines core competencies and values that Tasmania Prison Service (TPS) staff are to employ. The framework has been developed to reflect a cultural change within the organisation by providing a framework to support leadership and reinforcing TPS values and commitment to equality and diversity. The framework focuses on the current and prospective business requirements of the organisation and reinforces TPS's commitment to workplace health and safety requirements.

Introduction

The framework consists of twelve behavioural capabilities, grouped under three headings:

- Working professionally
- Working with people
- Delivering results

The framework is designed to complement an employee's Statement of Duties (SoD). Whereas the employee's SoD identifies the tasks, activities and duties they are required to perform, the Core Performance Framework is intended to reflect how employees are to approach their work at a designated level.

There are three separate profiles that apply to; all staff, all staff who regularly work directly with prisoners and managers (consisting of supervisors, correctional managers and senior managers). Each behavioural capability specifies the specific behaviours, attributes and level of responsibility appropriate for the given profile.

Use of the framework

The Core Performance Framework is designed to support the Performance Management Framework.

Determining the capabilities relevant to the employee's role

- The employee and manager should use the relevant capabilities as a planning tool for preparing the formal meeting to develop the Performance and Development Plan (PDP).
- The capabilities can be used to consider the capabilities that are relevant to their role and whether the employee is currently meeting the capability requirements or requires further development in specific areas.
- This preparation will form a useful basis for the joint formal discussion to follow. At the formal discussion, the manager and employee are to identify the relevant capabilities and any exclusion.
- In determining the capabilities relevant to an employee's role, it should be noted that most of the capabilities should be relevant and required for all roles at the given classification profile. Exclusion of a particular capability would be an exception and should only occur when the capability reflects a requirement that is unrelated to their duties or role.

Employee self-assessment

- Prior to the formal assessment and review of the PDP, employees should be encouraged to use the relevant capabilities to undertake a self-assessment.

Formal assessment and review of the PDP

- Assessment against the capabilities forms part of the formal overall assessment and review of the PDP.
- During the formal discussion, the manager and employee should endeavour to reach agreement on whether the employee has demonstrated that they:
 - Meet the capability; or
 - Are progressing toward meeting the capability; or
 - Do not meet the capability.
- This will inform the overall assessment by the manager to be summarised in the PDP.
- Where an employee is identified as progressing toward meeting the capability, this should be reflected as a priority goal and area for improvement on the next PDP.

Performance Indicators

The framework consists of twelve behavioural capabilities, grouped under three headings:

- Working professionally
 - Achieving a safe and secure environment

Promotes and contributes to an orderly, safe and secure environment; both within own facility and across the TPS.
 - Showing resilience

Is consistently motivated, committed and able to perform duties in all situations.
 - Acting with integrity

Consistently acts in a principled, open and conscientious manner and challenges unacceptable behaviour (where applicable).
 - Respecting others

Promotes equality of opportunity, treating all people with fairness, dignity and respect. Challenges discriminatory behaviour, and upholds and fosters diversity.
- Working with people
 - Communicating effectively

Communicates in a respectful and professional manner and receives ideas, views and information to achieve understanding.
 - Building relationships and working as part of a team

Supporting colleagues and building relationships to achieve common goals, and treating others with respect. Demonstrates awareness of impact of own behaviour and performance on others.
 - Judgement and strategic thinking

Uses appropriate judgement and demonstrates an understanding of how own role contributes to team goals. Adapts to changes in work practices, goals and work environment.

- Delivering results
 - Problem solving and decision making

Gathers information from a range of sources, analyses information to identify issues and makes effective decisions.
 - Efficiency

Completes work accurately and works to set deadlines. Demonstrates ability to prioritise tasks and initiative in undertaking and completing work.
 - Embracing change

Acknowledges the need to achieve positive change and is adaptive and supportive of change in the work place.
 - Developing self and others

Takes ownership of personal development and encourages and supports the development of others. Actively seeks to understand tasks, duties and performance expectations.

The relevant capabilities are broken down in the tables below, corresponding to the relevant profiles; for all staff, all staff who regularly work directly with prisoners and managers (consisting of supervisors, correctional managers and senior managers).

Performance capabilities for all staff

Working Professionally	
Achieving a safe and secure environment	Treats security as a matter of priority
	Accurately and urgently reports security incidents and breaches
	Takes responsibility for the control of personal equipment, alarms and keys
	Challenges behaviour among colleagues that might undermine safety or security
	Works collaboratively with others to achieve a safe and secure environment
Showing resilience	Responds calmly when under pressure
	Remains motivated and shows initiative
	Sees work through to completion
	Demonstrates enthusiasm and leads by example, seeking assistance where necessary
Acting with integrity	Applies standards and interacts with others honestly and consistently
	Accepts responsibility for own actions
	Ensures that processes are used openly and impartially
	Shows discretion when dealing with personal and sensitive information
	Maintains professional relationships with colleagues and prisoners
Respecting others	Shows respect for and consideration of others
	Takes account of the impact of own behaviour on others
	Shows respect for all cultures, religions and beliefs
	Applies consistent standards
	Treats others fairly, impartially and as individuals and values their contribution
	Challenges harassment and discriminatory behaviour on any grounds

Working with people	
Communicating effectively	Communicates in a respectful and professional manner
	Uses the most effective means of communication
	Actively participates in team discussions
	Speaks and writes clearly, concisely and logically
	Shares operational information with colleagues as appropriate
	Encourages others with provide information and share their view
Building relationships and working as part of a team	Seeks to build positive relationships with colleagues and prisoners
	Works inclusively and supports others
	Shares knowledge and information for the good of the team
	Works towards shared objectives
	Builds team spirit and collectively celebrates success
Judgement and strategic thinking	Asks questions appropriately to get a better understanding of issues relation to own role
	Demonstrates an understanding of how own role contributes to team/organisation's goals
	Adapts to changes in work practices, goals and work environment
	Appropriately refers issues/problems to supervisor
Delivering results	
Problem solving and decision making	Makes decisions, appropriate to own level of authority, when needed
	Ensures that decisions are built on sufficient and objective evidence
	Assesses situations objectively
	Ensures decisions reflect TPS values, policies and procedures
	Makes accurate judgements about what is needed explains why a decision has been made

Delivering results	
Efficiency	Completes work accurately
	Complete work to set deadlines
	Demonstrates ability to prioritise tasks
	Demonstrates initiative in undertaking and completing work
Embracing change	Adopts a positive attitude to changing circumstances
	Exchanges ideas for change with colleagues
	Tries out new ideas, working practices and technologies to improve on ways of working
	Constructively challenges existing practices and suggests improvements to existing practice
	Supports others in making change happen
Developing self and others	Actively seeks to understand tasks, duties and performance expectations
	Seeks feedback about performance and receives/responds appropriately to feedback
	Works with supervisor to understand areas of strength and areas for development
	Manages own development and seeks opportunities to develop own skills
	Regularly reviews and updates personal development plans
	Supports and mentors others

Performance capabilities for all staff who work directly with prisoners

Working Professionally	
Achieving a safe and secure environment	Contributes to the maintenance of physical security
	Responds to and reports incidents of assault and injuries to prisoners
	Challenges, addresses and reports violence and bullying behaviours
	Enforces security and treats the needs of prisoners individually, developing controlled, professional relationships with prisoners
	Encourages prisoners to improve their behaviour
	Deals constructively and reasonably with prisoners' complaints and issues
Showing resilience	Responds calmly and consistently to incidents and disturbances
	Continues to respond positively to prisoners and their families in difficult circumstances
	Retains professional approach when confronted by aggression and strong emotion
	Demonstrates sensitivity to the risk of manipulation or conditioning
Acting with integrity	Interacts with prisoners in a firm and fair manner
	Achieves a balance between excessive distance and familiarity with prisoners
	Seeks to meet commitments made to prisoners
Respecting others	Shows respect for prisoners
	Encourages prisoners to treat each other with respect and challenges disrespectful behaviour
	Treats prisoners consistently
	Encourages prisoners to challenge/report discriminatory behaviour

Working with people	
Communicating effectively	Encourages prisoners to express their concerns
	Takes time to listen to prisoners' concerns
	Informs prisoners of changes within the facility as appropriate
	Ensures prisoners understand the reasons behind decisions made and changes that affect them
Building relationships and working as part of a team	Builds positive relationships with prisoners
	Encourages prisoners to adopt supportive behaviours so that they might be considered for roles such as Peer Supporters, etc.
Judgement and strategic thinking	Demonstrates appropriate knowledge of tasks and procedures
	Demonstrates appropriate understanding and application of safe work practices
	Seeks to defuse situations before they result in disorder
	Supports TPS policies and promotes them to prisoners
Delivering results	
Problem solving and decision making	Ensures that prisoner applications, complaints and problems are dealt with speedily and accurately
	Works with prisoners to find solutions to problems
Efficiency	Effectively manages and supervises prisoner activities and movements
	Clearly informs prisoners of their duties and responsibilities when supervising them
	Consistently acknowledges and rewards good behaviour of prisoners and addresses poor performance of prisoners
Embracing change	Encourages prisoners to participate in positive change
	Provides prisoners with a clear and positive explanation of the reasons for change, expressed in a clear and understandable manner

Delivering results	
	Encourages prisoners to take personal responsibility for their development of social and life skills
Developing self and others	Encourages prisoners to take responsibility for developing themselves
	Ensures that prisoners attend work, programs and other scheduled purposeful activities

Additional performance capabilities for managers

Working Professionally	
First Line Management (Supervisor level, Level 4)	
Achieving a safe and secure environment	Ensures the team contributes to the achievement of key indicators for achieving a safe and secure environment
	Ensures the team contributes to the maintenance of physical security
	Adopts and promotes the principles of dynamic security and translates them into plans and actions
	Ensures staff support victims of bullying, violence, self-harm or substance abuse
	Encourages staff to make best use of incentive schemes to improve prisoner behaviour
	Supports and implements strategies, policies and processes that contribute to the achievement of a safe and secure living and working environment
Showing resilience	Maintains and communicates a clear sense of purpose in all circumstances
	Encourages and recognises personal commitment amongst own staff
	Motivates the team, supporting and encouraging team members
Acting with integrity	Ensures own work and that of the team supports TPS principles and objectives
	Deals with team members, other colleagues and prisoners consistently and impartially and meets commitments made to them
	Ensures staff behave with integrity
	Fosters a culture in which people can report wrongdoing and they are protected from victimisation
Respecting others	Supports a culture that promotes equality of opportunity and diversity
	Makes the most of the diverse skills and experience of others
	Intervenes and if necessary, initiates formal action when others' behaviour undermines equality of opportunity and diversity

Working with people	
First Line Management (Supervisor level, Level 4)	
Communicating effectively	Briefs own team in a clear, timely and targeted way, ensuring that what has been communicated has been understood by all
	Communicates clearly and with authority to prisoners, using methods and styles that will engage and motivate, whilst ensuring that what has been communicated has been understood by all
	Communicates key messages
	Provides feedback to staff
	Creates opportunities for others to express themselves
	Ensures that own team members communicate effectively amongst themselves
Building relationships and working as part of a team	Encourages a sense of common purpose and mutual support and responsibility
	Allocates work fairly
	Keeps informed of the work done by staff and others and values their efforts
	Addresses problems and disputes
	Provides support to people in other functions as well as agencies, welcomes ideas/suggestions from others and encourages collaborative working
	Takes into account the impact of own actions and plans on other functions and agencies
Judgement and strategic thinking	Demonstrates understanding and support for TPS' strategic direction
	Exercises judgement and common sense on complex and/or ambiguous issues
	Makes informed and appropriate decisions in relation to operational issues
	Supports change initiatives and assists others to adapt to change

Delivering results	
First Line Management (Supervisor level, Level 4)	
Problem solving and decision making	Systematically assesses risks and issues before taking action
	Prioritises problem solving to focus on main issue first
	Consults relevant parties to exchange information and to identify alternative solutions
	Addresses difficult problems and takes prompt action to resolve them
	Confidently deals with feedback and challenge
	Interprets information, draws conclusions and makes recommendations
	Encourages innovation amongst the team to solve problems
Efficiency	Strives to ensure that objectives and targets are met
	Makes the best use of resources
	Clearly informs the team as to their tasks and responsibilities
	Obtains regular updates on progress against objectives
	Modifies plans and reorganises tasks to meet changing circumstances
Embracing change	Encourages staff to provide feedback/suggestions on how to improve existing practice
	Involves team members in planning and preparation for change
	Manages and supports the team in implementing change
	Takes a long term view when introducing change
Developing self and others	Supports a culture in which learning and development are encouraged and supported
	Recognises and develops skills in others and provides opportunities which allow others to develop
	Devise strategies to meet individual development needs
	Encourages individuals to take ownership of their own development
	Coaches and develops staff and encourages peer-group mentoring and support

Working Professionally	
Middle Management (Correctional Manager, Manager level, Level 5)	
Achieving a safe and secure environment	Promotes an understanding of key priorities concerning safety and security
	Supports and implements strategies, policies and processes that contribute to the achievement of a safe and secure living and working environment
	Adopts and promotes the principles of dynamic security and translates them into plans and actions
	Supports a culture in which violence and bullying are not tolerated
	Supports a culture in which victims of bullying or violence and prisoners who are subject to self-harm or substance abuse, are assisted consistently and constructively
	Empowers staff to make the best use of incentive schemes to improve prisoner behaviour
	Develops and applies strategies that contribute to the control and re-settlement of high risk offenders
Showing resilience	Remains focussed on achieving objectives in the face of resistance, organisational constraints or unforeseen problems
	Supports a culture that motivates people and acknowledges and rewards commitment
	Accommodates changing circumstances, whilst sticking to overall objectives and principles
	Provides command, direction and promotes calmness
Acting with integrity	Ensures own work, and that of the unit, support TPS principles and objectives, and others do the same
	Deals with team members, other colleagues and prisoners consistently and impartially and meets commitments made to them, and ensures that others do the same
	Supports a culture of personal integrity and a culture in which people can report wrongdoing and they are protected from victimisation
	Takes and supports action against corrupt and unprincipled practices

Working Professionally	
Middle Management (Correctional Manager, Manager level, Level 5)	
Respecting others	Implements plans that support a culture which encourages diversity and eliminates discrimination
	Through a range of techniques and by personal example, encourages managers to promote equality of opportunity and diversity among their staff
	Supports the unit in making the most of the diverse skills and experience of its members
	Contributes to and implements plans that ensure the work and priorities of the establishment reflect and support the diversity of the prisoner population
	Intervenes and if necessary, initiates and supports formal action when others' behaviour undermines equality of opportunity and diversity
Communicating effectively	Implements strategies for communication with own staff and to others within the TPS and externally
	Briefs own team and managers in a clear and timely way, ensuring that what has been communicated has been understood by all; and to ensure that supervisors/other managers do the same

Working with people	
Middle Management (Correctional Manager, Manager level, Level 5)	
Communicating effectively	Communicates clearly and with authority to prisoners, using methods and styles that will engage and motivate, whilst ensuring that what has been communicated has been understood by all
	Reinforces key messages through a variety of channels
	Provides feedback to senior management
	Fosters an environment in which feedback and ideas are encouraged
	Ensures supervisors and other managerial staff communicate effectively amongst themselves and that they do the same with their own staff
Building relationships and working as part of a team	Promotes a sense of common purpose and mutual support and responsibility
	Implements strategies for building relationships and team work, both internally and externally

Working with people	
Middle Management (Correctional Manager, Manager level, Level 5)	
Building relationships and working as part of a team	Keeps informed of the work done by staff and others and values their efforts
	Addresses problems and disputes and encourages supervisors and other managers to do the same
	Seeks and promotes opportunities for collaborative working with other functions as well as agencies and encourages supervisors and other managers to do the same
Judgement and strategic thinking	Promotes and encourages a shared understanding of TPS' strategic goals and objectives
	Makes informed decisions in relation to ambiguous and/or complex issues, taking into account relevant strategic context
	Provides input to policy and decision making at a strategic level
	Plans appropriately to meet current and future priorities, incorporating contingencies to manage risk
	Maintains focus and persistence despite an environment of change, and supports others to adapt and remain focused
	Provides impartial advice in a constructive manner to facilitate the achievement of outcomes

Delivering results	
Middle Management (Correctional Manager, Manager level, Level 5)	
Problem solving and decision making	Strives to ensure that plans are implemented, and targets and outcomes are achieved
	Systematically organises activities, clarifying tasks and responsibilities and making best use of resources and ensures that supervisors/other managerial staff do the same
	Sets clear standards, expectations and boundaries
	Obtains regular updates on progress against objectives and ensures that supervisors/other managerial staff do the same
	Consistently acknowledges good performance and addresses poor performances and ensures that supervisors/other managerial staff do the same

Delivering results	
Middle Management (Correctional Manager, Manager level, Level 5)	
Efficiency	Strives to ensure that objectives and targets are met
	Makes the best use of resources
	Clearly informs the team as to their tasks and responsibilities
	Obtains regular updates on progress against objectives and ensures supervisors/other managerial staff do the same
	Modifies plans and reorganises tasks to meet changing circumstances
Embracing change	Supports a culture that encourages people to provide feedback/suggestions to improve existing practice
	Ensures that those who will implement or be affected by change are involved in the preparation for change and are supported through the change
	Where change is being implemented, communicates the need for change and ensures that supervisors/other managerial staff do the same
	Takes a long term view when introducing change
Developing self and others	Supports a culture in which learning and development are encouraged and supported
	Recognises and develops skills within others and supports efforts to ensure people are given opportunities to develop their skills
	Supports a culture in which individuals are encouraged to take ownership of their own development
	Promotes and facilitates coaching, development and peer-group mentoring and support
	Ensures that structured support is provided prior to and after promotion
	Supports individuals when putting learning into practice and encourages managers to do the same

Working Professionally	
Senior Management	
Achieving a safe and secure environment	Takes responsibility for the delivery of a safe and secure environment
	Promotes an understanding of key priorities concerning safety and security
	Creates strategies, policies and processes that contribute to the achievement of a safe and secure living and working environment
	Ensures the principles of dynamic security are understood and adopted at all levels and are embedded in strategies and plans
	Promotes a culture in which violence and bullying are not tolerated
	Promotes a culture in which victims of bullying or violence, and prisoners who are subject to self-harm or substance abuse, are assisted consistently and constructively
Showing resilience	Provides command, direction and promotes calmness, routinely and in the face of incidents
	Remains focussed on achieving objectives in the face of resistance, organisational constraints or unforeseen problems
	Promotes a culture that motivates people and acknowledges and rewards commitment
	Adapts plans and arrangements to changing circumstances whilst adhering to overall TPS principles
Acting with integrity	Ensures own work, and that of the unit, support TPS principles and objectives, and others do the same
	Deals with team members, other colleagues and prisoners consistently and impartially and meets commitments made to them, and ensures that others do the same
	Promotes a culture of personal integrity and a culture in which people can report wrongdoing and they are protected from victimisation
	Directs formal action against corrupt and unprincipled practices
	Promotes and enforces business rules and good practice when incurring expenditure, and when managing business relationships and risks

Working Professionally	
Senior Management	
Respecting others	Develops and applies strategies to promote a culture which encourages diversity
	Demonstrates a personal commitment and leadership towards equality of opportunity and diversity across the TPS
	Ensures that the organisation makes the most of the diverse skills and experience of its staff
	Determines how the work and priorities of the prison will reflect and support the diversity of the prisoner population
	Consults experts, unions, staff and prisoner groups on diversity issues
	Directs formal action when others' behaviour undermines equality of opportunity and diversity

Working with people	
Senior Management	
Communicating effectively	Implements strategies for communication with own staff and to others within the TPS and externally
	Briefs own team in a clear, timely and targeted way, ensuring that what has been communicated has been understood by all
	Communicates clearly and with authority to prisoners, using methods and styles that will engage and motivate, whilst ensuring that what has been communicated has been understood by all
	Identifies key messages and reinforces them through a variety of channels
	Provides feedback to senior management
	Promotes a culture in which two-way communication is encouraged
	Encourages cross-functional and external/stakeholder communication
	Manages external communications constructively and confidently; fostering trust and respect for TPS
	Challenges undeserved criticism of the TPS
	Ensures managers are effectively communicating amongst themselves and that they do the same with

	their own staff
Working with people	
Senior Management	
Building relationships and working as part of a team	Builds strong relationships with stakeholders, developing trust and respect for the TPS
	Develops and sustains a sense of common purpose, mutual support and responsibility
	Develops strategies for building relationships and team work, both internally and externally
	Keeps informed of the work done by staff and others and values their efforts
	Leads by example in ensuring problems and issues are addressed
	Creates and exploits opportunities for collaborative working with other functions and agencies
	Builds mutually supportive networks across the organisation
	Promotes and maintains constructive and inclusive relationships with unions and staff groups
Judgement and strategic thinking	Promotes and encourages a shared understanding of TPS' strategic goals and objectives
	Demonstrates a high level strategic view and provides authoritative advice that balances TPS requirements with external/stakeholder interests
	Makes informed decisions in relation to ambiguous and/or complex issues, taking into account relevant strategic context
	Publicly supports and actively implements organisational decisions
	Maintains focus and persistence despite an environment of change, and supports others to adapt and remain focused
	Anticipates and champions change, embeds change outcomes and leads others to adapt to change
	Provides impartial advice in a constructive manner to facilitate the achievement of outcomes

Delivering results	
Senior Management	
Problem solving and decision making	Sets the vision and direction; communicates priorities and business plans and ensures individual and ensures that all staff are aligned with them
	Defines targets and outcomes and strives to ensure they are achieved
	Systematically organises activities, clarifying tasks and responsibilities and making best use of resources and ensures that supervisors/other managerial staff do the same
	Sets clear standards, expectations and boundaries
	Ensures progress is regularly monitored at all levels
	Ensures risks are systematically managed and mitigated at all levels
	Realigns plans to meet the changing needs of the organisation and consolidates before initiating change
Efficiency	Systematically organises activities, clarifying tasks and responsibilities and making best use of resources and ensures that supervisors/other managerial staff do the same
	Realigns plans to meet the changing needs of the organisation and consolidates before initiating change
Embracing change	Promotes a culture that acknowledges the value of positive change
	Promotes a culture that encourages people to provide suggestions to improve existing practice
	Plans, manages and monitors the implementation of change
	Creates strategies to involve those who will be affected by change in planning and preparation, and to support them through the change
	Where change is being implemented, communicates the need for change and ensures that supervisors/other managerial staff do the same
	Takes into account the bigger picture, political context and sensitivities
	Promotes the exchange of ideas within the TPS and more widely

Delivering results	
Senior Management	
Developing self and others	Creates a culture in which learning and development are encouraged and supported
	Recognises and develops skills in others and ensures that TPS staff are given opportunities to develop their skills
	Creates a culture in which individuals are encouraged to take ownership of their own development
	Promotes and facilitates coaching, development and peer-group mentoring and support, and ensures that managers do the same
	Ensures that structured support is provided prior to and after promotion
	Supports individuals when putting learning into practice and encourages managers to do the same
	Manages own development