

PERFORMANCE MANAGEMENT
NAVIGATING ADJUSTMENTS,
SUPPORT AND EXPECTATIONS






QCOSS acknowledges Aboriginal and Torres Strait Islander peoples as the original inhabitants of Australia. I would like to acknowledge the Yuggera and Turribul peoples as traditional custodians of the land we are gathered upon. I pay respect to the Elders of this land; past and present.



SESSION OUTLINE

- Impact of bias in promotion
 - Cultural differences
 - Performance biases
 - Non-promotable work
 - Team meetings
 - Giving feedback
 - Performance criteria
 - Adjustments, support and expectations
 - Performance management framework
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“PERFORMANCE IS MORE THAN JUST HOW WE MEASURE PERFORMANCE AT THE PERFORMANCE REVIEW MEETING.”

“IT ALSO INCLUDES THE UNSPOKEN ROLES DIFFERENT PEOPLE ARE EXPECTED TO FULFIL AT WORK, AS WELL AS THE CULTURAL NORMS WE HAVE AROUND ACKNOWLEDGING PERFORMANCE.”

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IMPACT OF BIAS IN PROMOTION

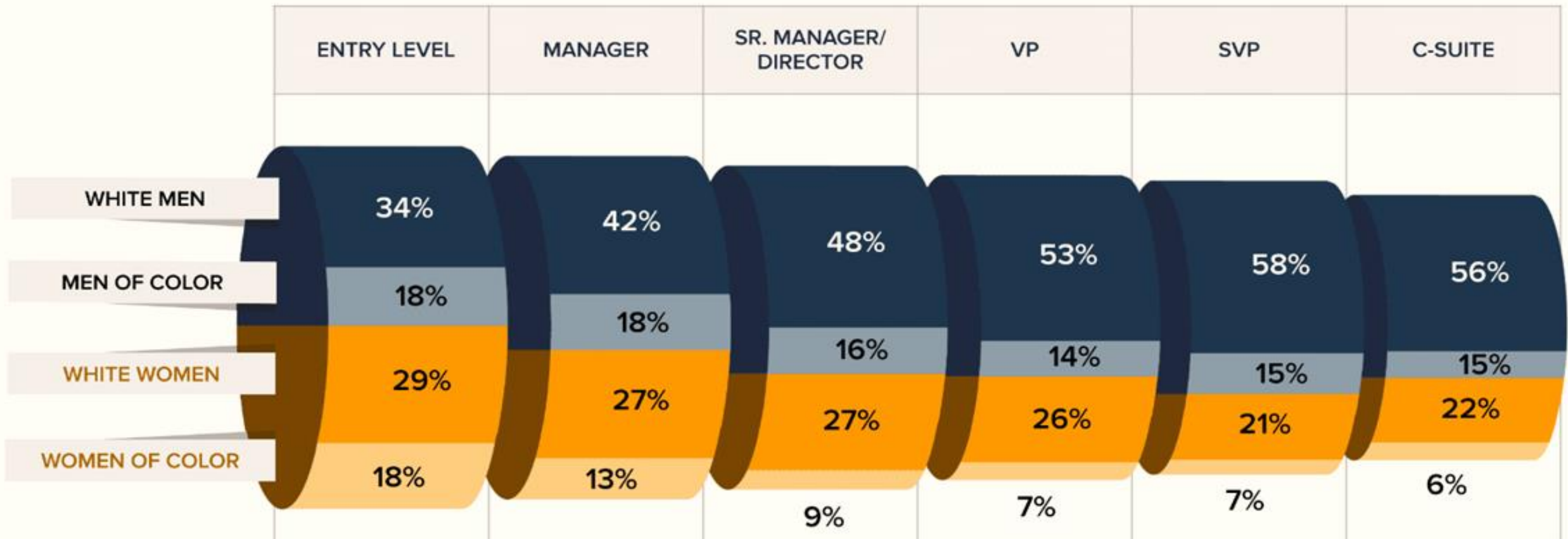


THE IMPACT OF AFFINITY, ATTRIBUTION AND PERFORMANCE BIAS

REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE⁷

WOMEN MEN

% of employees by level at the start of 2023



CULTURAL DIFFERENCES

- Decision making styles
- Assertiveness
- Addressing conflict
- Concept of time
- Concept of self

These will all impact how team members promote their own achievements at review time and how they are perceived through their manager's cultural lens.



PERFORMANCE MANAGEMENT IN COMMUNITY SERVICES

1. Set clear, measurable goals
2. Regular monitoring and feedback to team members
3. Regular performance discussions
4. Training and development
5. Recognition and reward
6. Data-driven decision making



2

Performance Biases



PERFORMANCE BIASES

- Every interaction we have at work is an opportunity for bias to creep in, or for us to consciously create a more inclusive culture
- We have different expectations for different people, much of which is based on our perceptions around their gender, race, physical ability, physical appearance, age, accent, sexuality etc. For example:
 - Asians are good at maths, men can move heavy items/are good at mechanical tasks, women are good at dealing with emotional situations, older people make better leaders, gay men are great at fashion OR
 - Asians are too compliant, men can't deal with emotions, women aren't good at STEM, older people can't learn new things, gay men are too flamboyant
- Women and people of colour are held to a higher standard of performance

NON PROMOTABLE WORK

AKA OFFICE HOUSEWORK

- Load dishwasher, take notes at meeting, be the buddy for new team members, fix messes etc = office housework
- Essential to the wellbeing of every team
- When performed by men = increase in performance rating
- Not performed by women = decrease in performance rating
- Average woman does 200h+ on office housework every year

PERFORMANCE BIAS IN TEAM MEETINGS

- Who is present/who is missing?
 - Who is speaking the most?
 - Who is interrupting/being interrupted?
 - Who is taking notes/organising social events?
-
- Women are 3 times more likely to be interrupted than men and their ideas are more likely to be appropriated by others.
 - Male execs who speak more are seen as more competent
 - Female execs who speak more are seen as less competent
 - If your ideas aren't heard you are not being seen as a key contributor

REDUCING BIAS IN TEAM MEETINGS

- Accessible time and location
- Provide an agenda and reading material ahead of time
- Implement a 'no interruption' policy
- Use inclusive language
- Practice being an active bystander
- Support your colleagues, give credit where it's due
- Fairly distribute office housework
- Call on a woman to ask the first question or use an app to collate questions
- Use online voting or polling



PERFORMANCE BIAS IN GIVING FEEDBACK

- We tend to evaluate people based on stereotypes
- Male staff receive feedback that is specific, objective and tied to business objectives
- Female staff receive feedback that is more general, subjective and about communication/personality style
- Quality of feedback has a direct impact on a person's promotion readiness

BIAS IN PERFORMANCE CRITERIA

- Most performance review forms are open ended and fairly general which allows bias to creep in
- Women and people of colour are held to a higher standard of performance
- Women are rated on past performance, men are rated on future potential
- Men are seen as leaders; women are often mistaken for someone more junior
- Writing performance assessments before reviewing the team member's goals allows for bias to influence the outcome

REDUCING BIAS IN PERFORMANCE CRITERIA

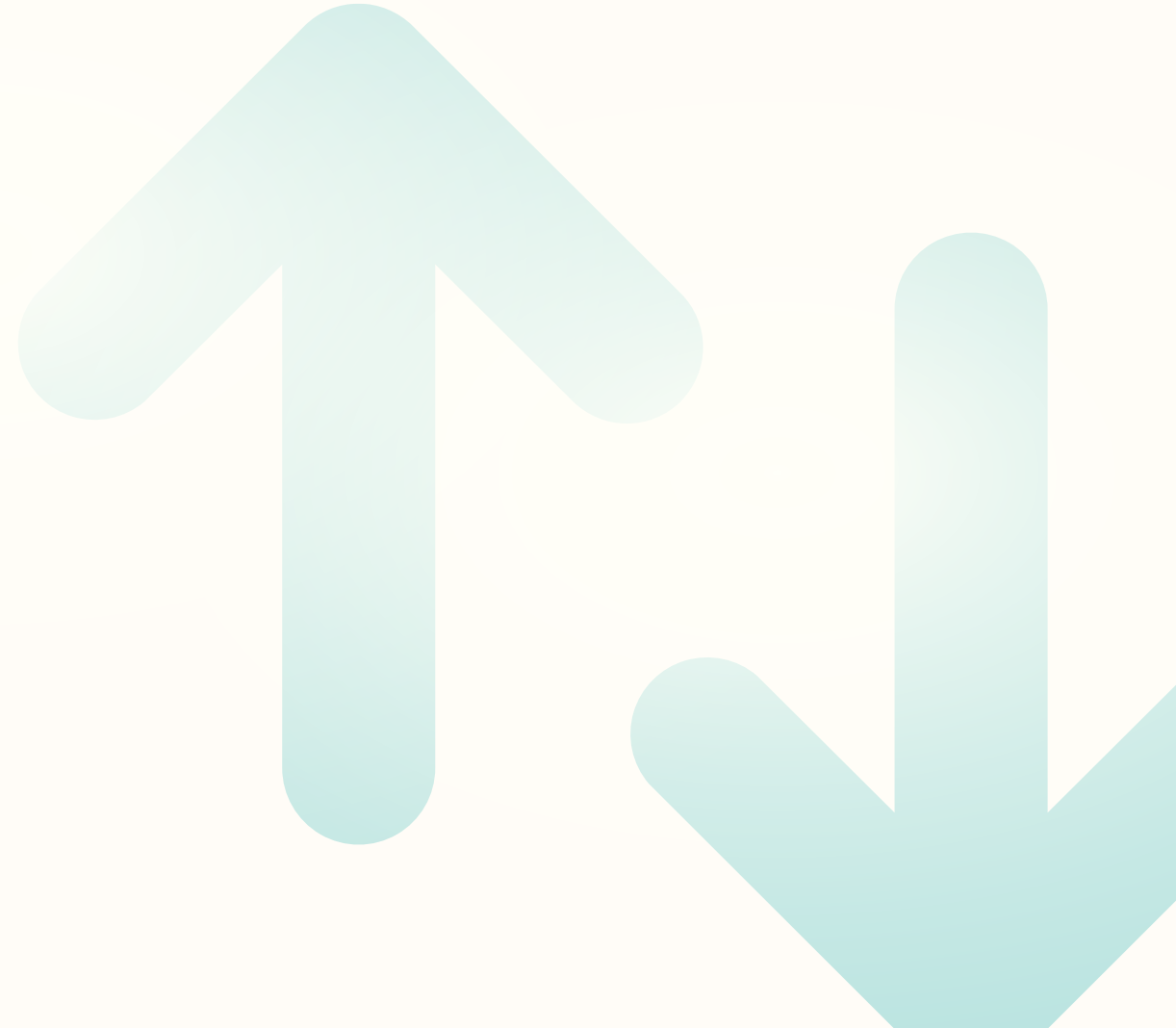
- Define clear requirements for the role and evaluate your team member based on these
- Ensure goals and KPIs are created together and agreed to at the beginning
 - Goals and KPIs should clarify the role and expectations
- Create a scoring guide using a quantitative rating scale

REDUCING BIAS IN PERFORMANCE CRITERIA


- Use more specific prompts in the performance review document. For example:
 - Provide 3 specific, measurable outcomes to describe how the employee's performance met expectations
- Don't complete performance reviews in isolation of each other
- Re-read your reviews to identify potential favouritism
- Ensure the employee has an opportunity to review their performance

BIAS IN PROMOTION

- We tend to recruit/promote people like ourselves
- There is a strong performance bias against women, people of colour and other under-represented groups
- Women are hired for what they have done. Men are hired for what they can become. Women need to have a proven record, but men do not.



REDUCING BIAS IN PROMOTION

- Opportunities for growth and recognition
 - Use stretch assignments
 - Use clear and specific evaluation criteria
 - Provide reminders on unconscious bias mitigation before 'performance review season' starts
 - Offer unconscious bias training for managers
 - Hold senior managers accountable for DEIB KPIs
 - Use formal mentorship and sponsorship programs
 - Look at whose work we celebrate and whose talent we invest in
 - Track hiring/promotion outcomes for different groups
- 

3 Structural Initiatives



SUPPORT PERFORMANCE MANAGEMENT PROCESSES BY:

- Setting clear DEIB goals for managers and the organisation
- Conducting DEIB audits
- Providing training and development
- Providing comprehensive DEIB training
- Ongoing education
- Monitoring and feedback
- Regular check-ins

ROLE MODELS AND MENTORS

You can't be what you can't see

- Who is represented on your website, board, ELT etc?
- Are certain roles typically only held by certain demographics?
- 60% of men are uncomfortable mentoring a woman or working alone together
- Use reverse mentoring as well



ADJUSTMENTS, SUPPORT & EXPECTATIONS

- Reasonable accommodations aren't just physical
 - Flexible work arrangements (location/time/pattern)
 - Flexible dress code
 - Fixed desk location that is free from distractions
 - Screen readers and other assistive technologies
 - Additional training or time to complete a task
 - Providing supervision that provides the best support to an individual
 - Providing added assurance that things are on track
 - Support with planning, organising and prioritising
 - Noise cancelling headphones, adjustable light levels
 - Providing agendas ahead of meetings
 - Clear instructions – bullet points, checklist, diagrams



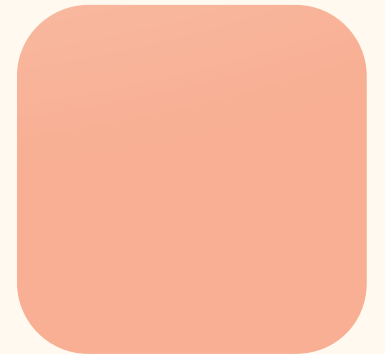
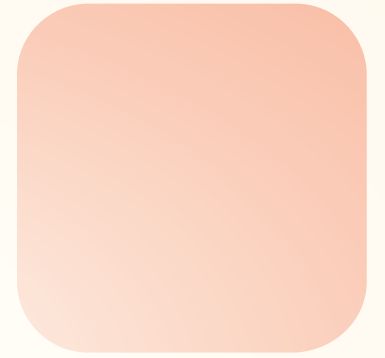
DEIB PERFORMANCE MANAGEMENT FRAMEWORK

1. Create a safe space for honest DEIB conversations for managers

- Encourage open conversations
- Training on vulnerability
- Feedback mechanisms

2. Integrate DEIB values into organisational goals

- Define the DEIB values
- Consider values-based goals
- Recognition programs



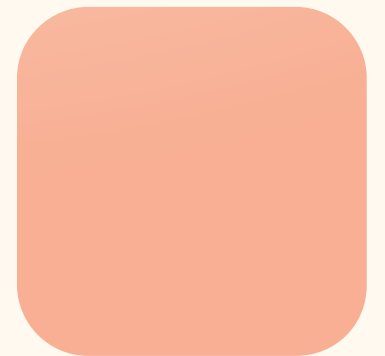
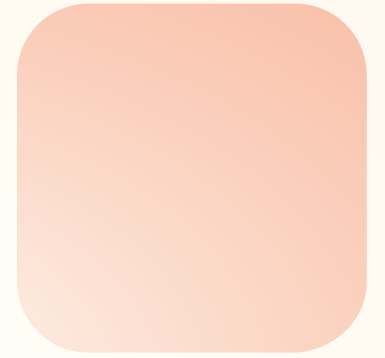
DEIB PERFORMANCE MANAGEMENT FRAMEWORK

3. Building and maintaining trust

- Trust-building workshops
- Accountability structures
- Confidentiality assurance

4. Foster a growth culture

- Resilience training
- Growth mindset culture
- Support systems



BRAVING FRAMEWORK

BY BRENE BROWN

- **Boundaries:** Respecting and being clear about your own boundaries and the boundaries of others
- **Reliability:** Doing what you say you will do consistently
- **Accountability:** Owning your mistakes, apologising, and making amends
- **Vault:** Keeping private information confidential and not sharing information that is not yours to share
- **Integrity:** Choosing courage over comfort, practicing your values, and doing what is right rather than what is easy or fast
- **Non-judgment:** Offering and asking for help without judgment
- **Generosity:** Extending the most generous interpretation to the intentions, words, and actions of others

PERFORMANCE MANAGEMENT

NAVIGATING ADJUSTMENTS, SUPPORT & EXPECTATIONS



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THANK YOU

For joining us in our series

“Supporting Diverse Workforces”

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