



## Performance Management Framework

The performance management framework (PMF) for operational managers and team leaders has been designed to ensure that cases are up to date and money is flowing to the client. We will achieve this by:

- Delivering an excellent client experience, keeping the client up to date and offering a high quality of interaction while completing work in a timely manner
- Completing work to the required level of accuracy and quality
- Ensuring that operational teams are focussed on delivering organisational business outcomes
- Ensuring that the Child Maintenance Group (CMG) is running as productive and streamlined an operation as possible

The PMF is aimed at empowering individuals to make their own informed decisions around managing performance. Individuals will be supported in achieving this through guidance.

Guidance is given in the three key areas:

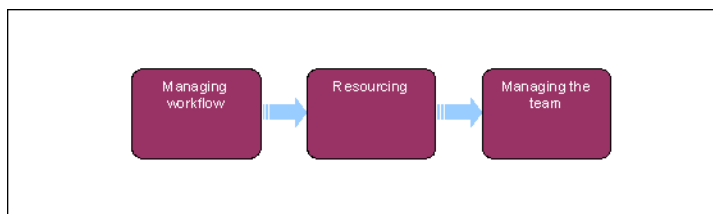
- Managing workflow
- Resourcing
- Managing the team

The guidance within the PMF is important as it will help managers and team leaders to achieve the performance indicators for their business area.

Achievement against the indicators are measurable through a number of tools such as CC Pulse, Oracle Business Intelligence Enterprise Edition (OBIEE) and work allocation screens.

This procedure is for information rather than a step by step process of the Child Maintenance Group's (CMG's) performance management framework (PMF).

For more information refer to [CC Pulse, MI - Generate Report](#) and [2012 System Overview](#), in related items.



When speaking to clients always use the new terminology - for more information refer to the [Terminology Changes](#).

### Managing workflow

It is the responsibility of managers to work with their team leaders (TL) to develop and agree a clear approach to managing workflow based upon the number of segments and nature of work for which they are accountable.

- Rules of engagement: managers and TL should clearly communicate and articulate the role expectations and duties of their staff.
- Team structure: workflow is managed in a way that maximises the use of individual skills and behaviours and/or specialisation between teams.
- Work management: managers and TLs should give consideration to work allocation, taking into account volume, type and frequency. For more information refer to [Work Management](#).
- Inbound activities: steps should be in place to ensure that inbound activities are handled in a timely manner. For more information please refer to [Work Management](#).
- Progress monitoring: managers should ensure that steps are in place to effectively monitor workload across all segments. For more information refer to [Work Management](#).

Managers should always be aware of their workload position and actively working with their TLs to maintain the balance of work in order to execute the performance indicators. For work that breaches and/or is at risk of breaching service level agreement (SLA), actions are in place which involves taking action with the client.

## Resourcing

Managers have the responsibility to proactively plan and communicate the allocation and reallocation of work between teams in order to balance workload, and to meet performance indicators.

Managers should use staging management information (MI) to understand the status of their workload and forward plan it across their teams. For more information refer to [MI - Generate Report](#).

Managers and TLs should have a plan in place to avoid or recover from an unacceptable head of work.

## Managing the team

Managers and TLs are actively responsible for undertaking and developing the skills, knowledge and behaviours of their team to enable them to make the right decisions and to engage with clients as productively as possible.

The PMF forms part of broader performance conversations between senior managers, managers and TLs, who inform the context of the key work objectives. Elements include:

- Service request (SR) launching standards: managing workflow and preventing a backlog of work from developing
- SLA breaches: keeping the client informed and ensuring that achievable plans are in place to recover from breached SLA's
- Failure demand: being aware of the root cause of failure demand, and the indicators of failure demand, and the preventative steps that may be taken to prevent this from occurring
- Skills and behaviours: managers and TLs should be actively involved with understanding skills and behaviours of staff. Managers and TLs should also be willing to intervene and support in the management of difficult cases and actively undertake targeted coaching
- Client experience: doing the right thing for the client

Measuring the quality and accuracy of work is important and this is monitored and measured through a series of centralised checks undertaken by the accuracy and improvement team (AIT), this information is available through regional level reporting.

Regional level reports are be supplemented by the TLs own operational coaching observations. For more information refer to [Operational Coaching](#).

[2012 System Overview](#)

[CC Pulse](#)

[MI - Generate Report](#)

[Operational Coaching](#)

[Terminology Changes](#)

[Work Management](#)