



Public Service Association of New South Wales

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In reply please quote: A14/0607:CC:mb

Mr Graeme Head  
Commissioner  
Public Service Commission  
4-6 Bligh Street  
SYDNEY NSW 2000

Dear Mr Head,

Thank you for your correspondence of 17 April 2015 in response to Mr Anthony D'Adam's letter regarding the implementation of the NSW Public Sector Capability Framework and the Performance Development Framework across the sector.

An essential element of the *Set and clarify expectations* component of the Performance Development Framework is that 'each employee has an up-to-date description of their role'. Fulfilling this mandatory benchmark necessarily requires agencies to convert existing position descriptions to 'role descriptions' aligned to the Capability Framework, as that framework is expected to be embedded within agencies across the full range of workforce management and development activities.

The PSA is concerned that through this conversion process individuals may immediately be held to performance expectations or levels of performance that might not have been explicitly established previously. This has obvious ramifications in the context of performance management where the employee might then be assessed as not fulfilling the required capabilities.

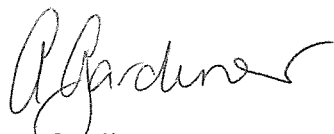
You will no doubt be aware that PSA members in some agencies have already instituted bans on participating in the implementation of performance management systems due to concerns around how this may affect their ongoing employment. The lack of detailed information on agency implementation of the Capability Framework highlights the concerns of our members that performance management processes are not being consistently administered across the sector.

**In view of the above, the PSA proposes that where an existing position is reassessed in compliance with the Capability Framework and the employee in the position is subsequently assessed as not meeting the required capabilities, no formal performance management processes should be initiated on the basis of the established role description for a period of six months from the date of conversion.**

As well as allaying our members' fears about engaging in the implementation of performance management systems based on role descriptions, this would also promote the stated objective of the Capability Framework to support managers and staff to have a 'clear, common understanding of role expectations' and provide a 'starting point for capability assessment and development planning'.

Should you wish to meet discuss the above, please contact Sandra Lockey on 9220 0982 or [slockey@psa.asn.au](mailto:slockey@psa.asn.au) to arrange a suitable time.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Anne Gardiner', with a stylized flourish at the end.

**Anne Gardiner**  
**General Secretary**

21 May 2015