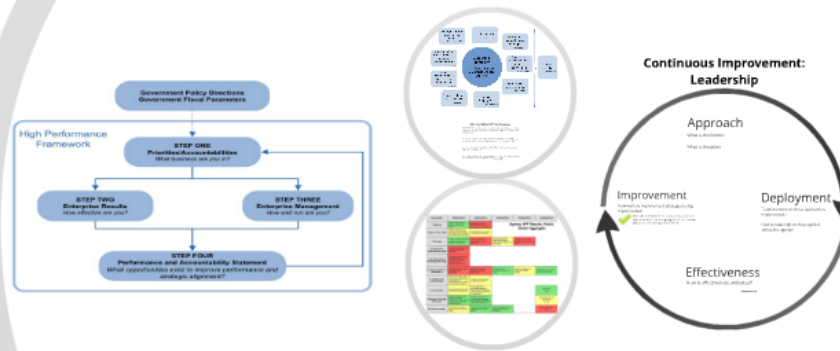


High Performance Framework

The HPF is a systemic approach to organisational performance management and continuous improvement in the SA Public Sector.

It fosters innovation, leadership, engagement, accountability and a culture of continuous improvement.



Questions to consider

- How is leadership pursued and evaluated throughout the organisation?
- How do leaders encourage and support individuals to be innovative and to learn?
- How is across-government collaboration encouraged?
- How do leaders develop trust?
- How can leaders inspire their workforce?
- How can we develop leadership capability?

Get in touch

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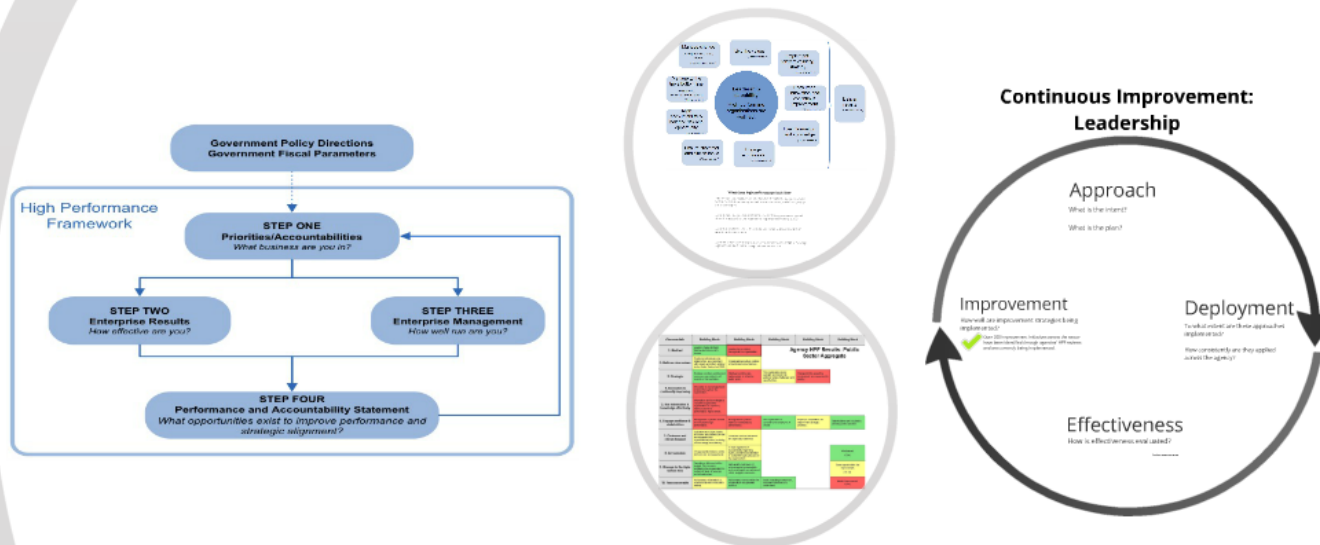
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Continuous Im
Leader

**Government Policy Directions
Government Fiscal Parameters**

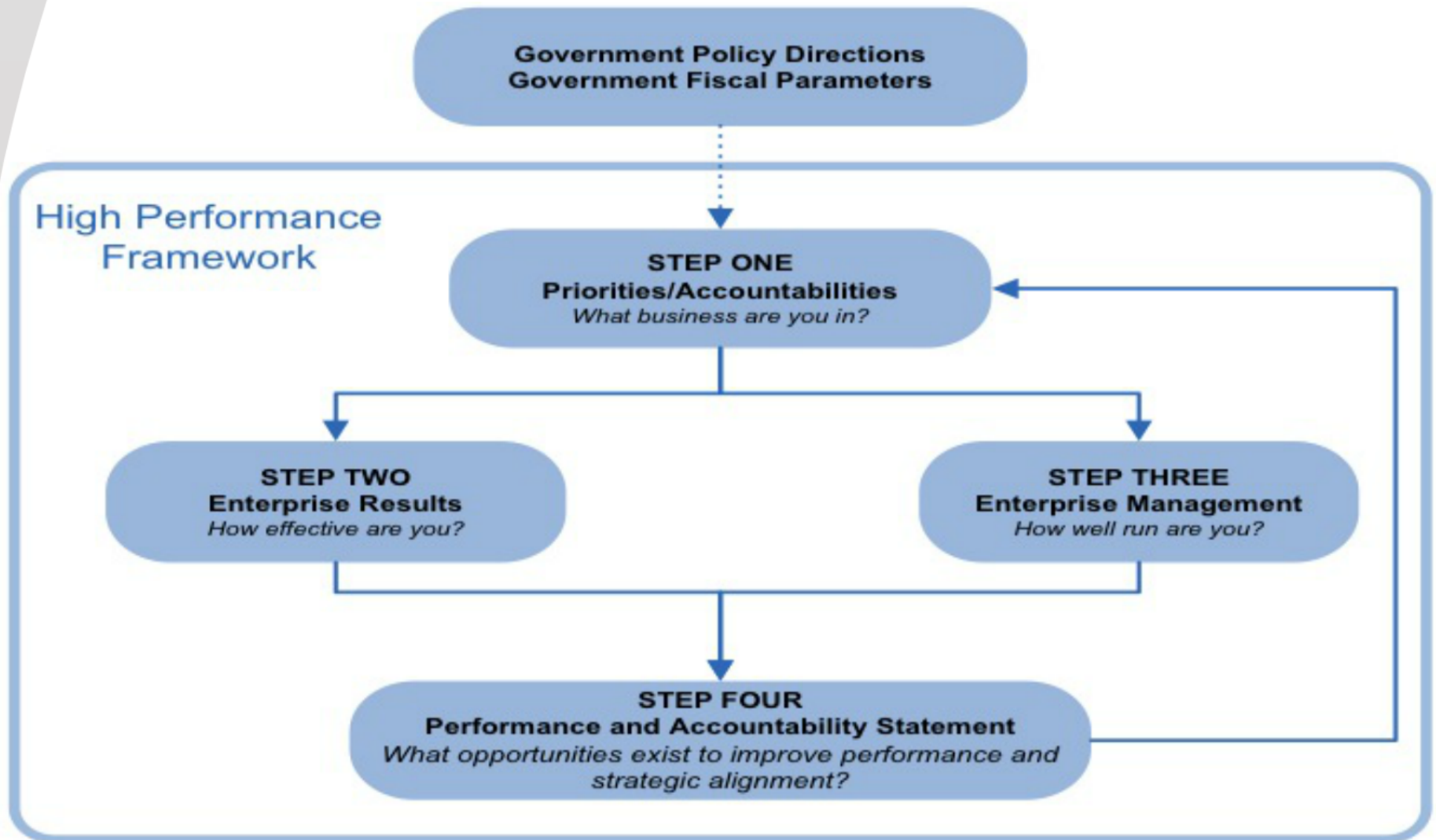
**High Performance
Framework**

STEP ONE
Priorities/Accountabilities
What business are you in?

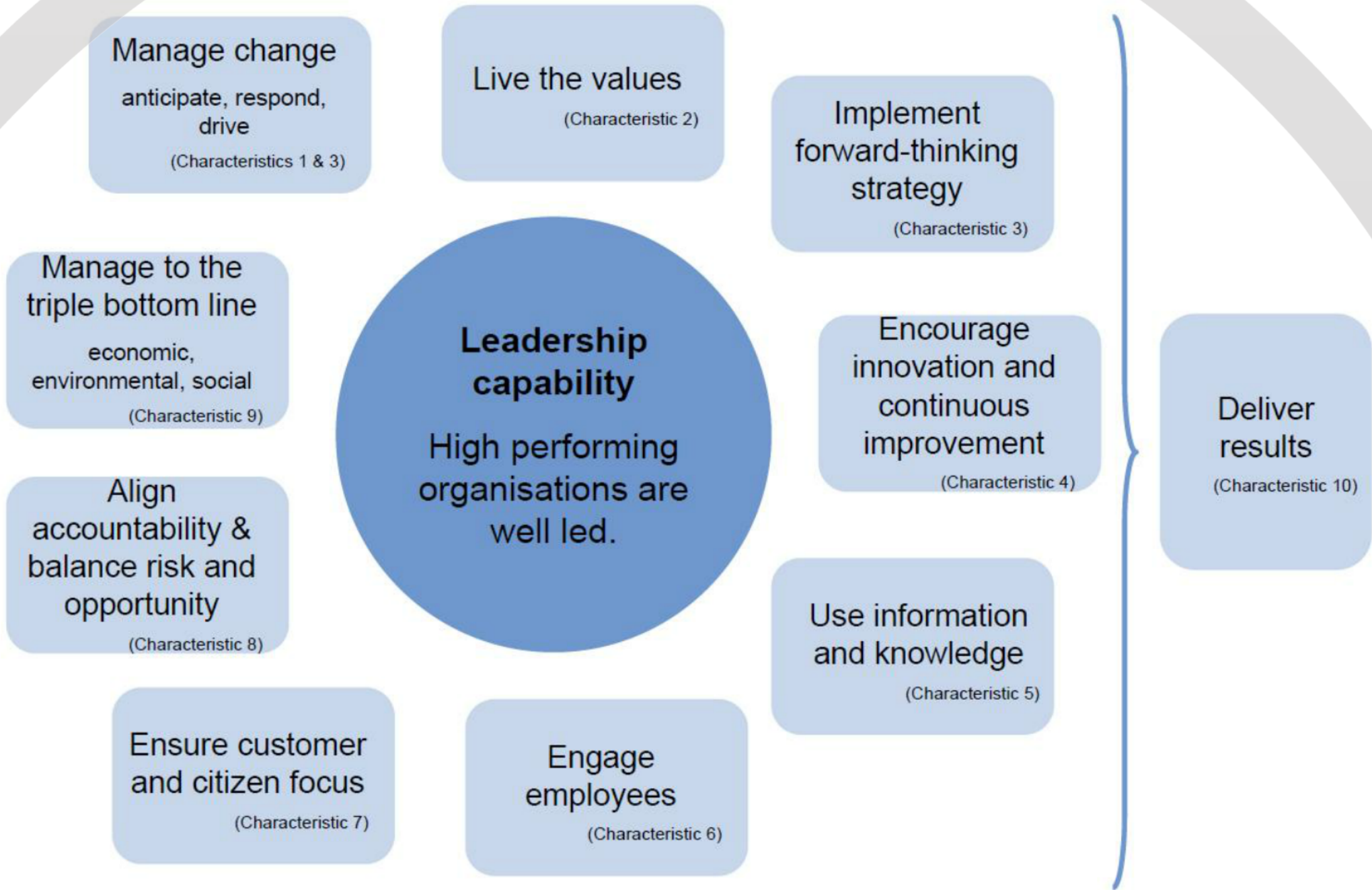
STEP TWO
Enterprise Results
How effective are you?

STEP THREE
Enterprise Management
How well run are you?

STEP FOUR
Performance and Accountability Statement
What opportunities exist to improve performance and strategic alignment?



Characteristic	Building Block	Building Block	Building Block	Building Block	Building Block
1. Well led	Leaders shape strategic thinking and drive policy debate.	Leadership is evident throughout the organisation.	Agency HPF Results: Public Sector Aggregate		
2. Built on clear values	Practices, behaviours and relationships are consistent with values and ethics defined by the Public Sector Act 2009.	Organisational culture centres on performance excellence.			
3. Strategic	Strategic priorities and desired outcomes are evident in all aspects of the operation.	Strategic priorities are implemented in effective public policy.	The organisation looks outward and forward to address future challenges and opportunities.	Changes in the operating environment are responded to quickly.	
4. Innovative & continually improving	Innovation is encouraged and enabled throughout the organisation.				
5. Use information & knowledge effectively	Information and knowledge is valued throughout the organisation as a primary means to achieve performance improvement.				
6. Engage workforce & stakeholders	Management systems reward and recognise high performance.	Management systems address unsatisfactory performance.	The organisation is considered an employer of choice.	Employee capabilities are aligned with strategic priorities.	Stakeholders are included in planning and evaluation.
7. Customer and citizen focused	Customer and citizen needs and views are understood and are integrated into organisational plans, including service design and delivery.	Customer service standards are rigorously observed.			
8. Accountable	An appropriate balance exists between risk and opportunity.	A clear alignment of accountability regarding duties, priorities and direction is evident through all levels of the organisation.		Well placed (15+)	
9. Manage to the triple bottom line	Operations delivered within budget. This includes positioning the organisation to sustain its level of services and infrastructure.	High quality outcomes of environmental sustainability and social equity are achieved within budget frameworks.		Some opportunities for improvement (11-14)	
10. Focus on results	Performance information is used extensively for decision making.	Performance trends within the organisation are generally positive.	Public reporting is balanced, transparent and easy to understand.	Needs improvement (<10)	



What does high performance look like?

Inspirational leaders who create an environment in which employees embrace & strive to achieve the vision, live and breathe the culture, and seek to achieve ambitious targets.

Leaders and employees understand the roles, authority, accountability, and desired behaviours of leaders within their agency and across the sector.

Leaders demonstrate excellent leadership skills and behaviours consistent with defined competencies.

Leadership development is valued, prioritised and resourced. High performing organisations invest in developing leadership capabilities.

Continuous Improvement: Leadership



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(Characteristics 4)

nation
edge
(Characteristics 5)

Deliver results
(Characteristics 10)

Building Block Building Block

Agency HPF Results: Public Sector Aggregate

... the operating
... are recorded to

... capabilities are
... with strategic
...
... inclusion in
... planning and evaluation

Well served
(11-12)

Some opportunities for
improvement
(13-14)

Needs improvement
(15)



Approach

What is the intent?

What is the plan?

Deployment

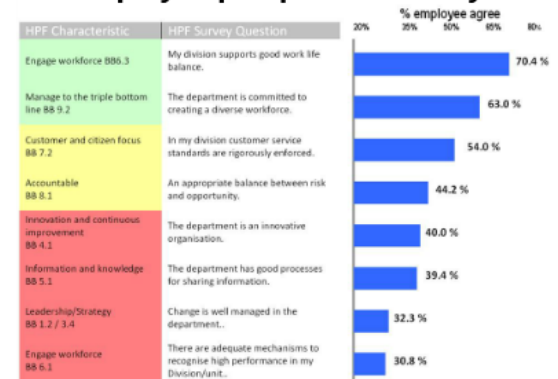
To what extent are these approaches implemented?

How consistently are they applied across the agency?

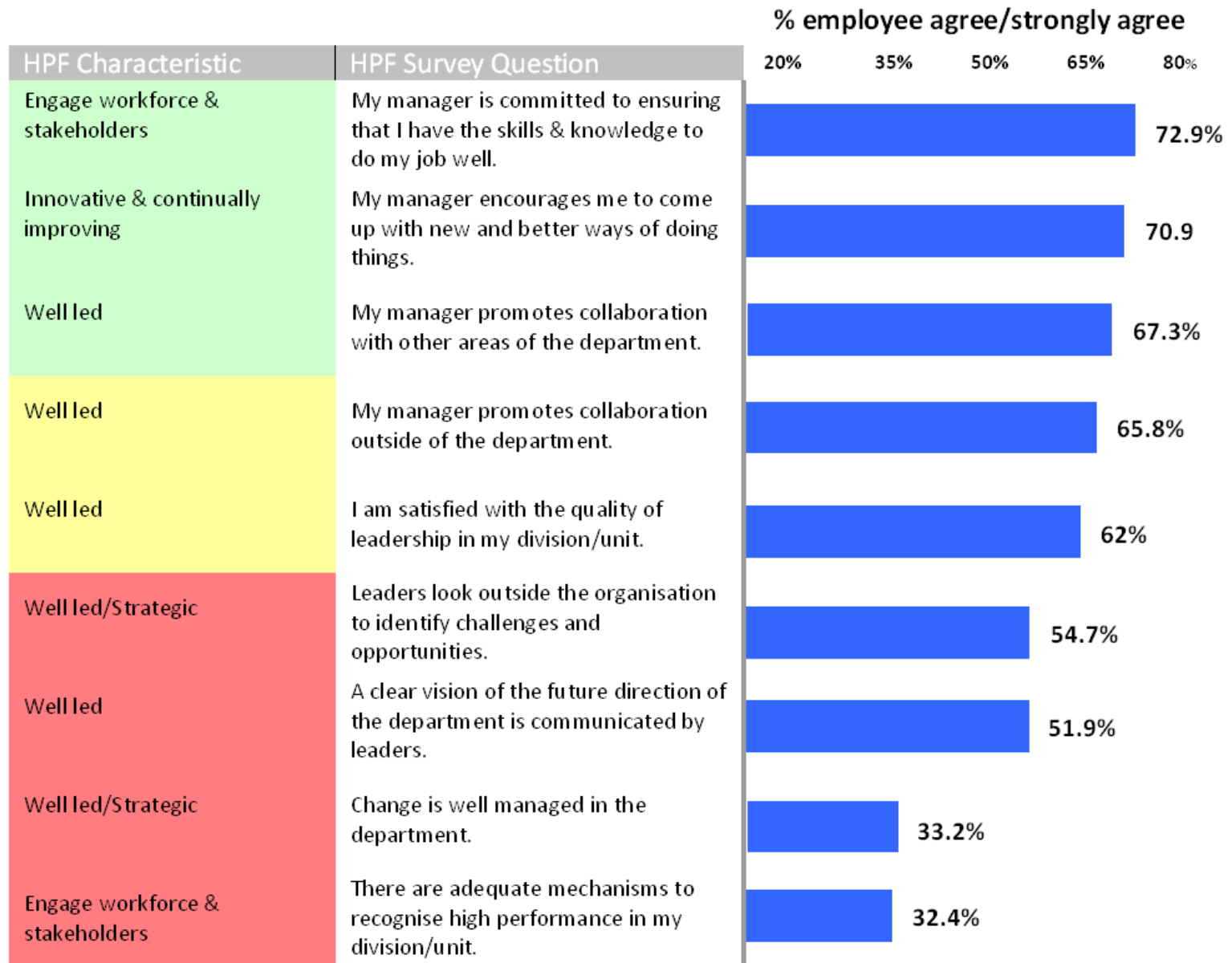
Effectiveness

How is effectiveness evaluated?

Employee perspective surveys



Employee perspectives surveys



Improvement

How well are improvement strategies being implemented?



Over 200 improvement initiatives across the sector have been identified through agencies' HPF reviews and are currently being implemented.

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