

QUESTIONS AND ANSWERS – PLANNING AND PERFORMANCE FRAMEWORK

November 2016



Is the Framework too regimented and constraining?

The key principles of the Framework include “focus on results” and “empowerment of staff.” This means staff at all levels of the organisation are given the opportunity to contribute, in keeping with our new collaborative and networked ways of working.

Don't annual and long term plans limit our ability to be agile?

The Framework is focused on results, rather than specific solutions. This allows different groups to use different approaches to reach the same destination, adapting their practice to meet evolving circumstances.

Does this mean even more work?

By planning well, and following up with clear performance reporting, we can reduce the time spent on other tasks. In the short term there will be some extra work, but over time we will become more streamlined and efficient.

How does this relate to Unitec's transformation?

The transformation programme will create a Unitec that can meet the rapidly changing needs of students and their future employers – it has a specific end goal. The Framework on the other hand is about how we identify goals both now and into the future. One is about specific decisions we have made, the other is about how we make decisions.

Is there a risk of silo behaviour?

The Framework provides several ways to avoid harmful silo behaviour including collaboration targets, leadership oversight, consultative processes, and a focus on results.

Why is there all that contextual information?

Unitec does not currently have a lot of experience or a high degree of maturity in planning and performance. Concepts

should be understood before they are implemented, and there are a few misunderstandings about planning that need to be corrected.

Which performance reports will we produce?

One fundamental aspect of the Framework is that “plans precede reports.” As such, it is only when we have developed plans and know what targets and measures they will include that we can identify which reports will be required.

How will budgeting be affected?

Eventually we will reach a point where we develop our plan, identify our goals, calculate the resources required to reach those goals, and allocate funding against those goals. This is called output-based or outcome-based budgeting and is common in the public sector. However, it will take us several years to make that shift.

How will we implement the Framework?

Publishing these documents is the first step. The calendar for 2017 is under development, and further information and instructions will be released by Organisational Performance when appropriate. This will include templates and further technical guidance

How does it link with our individual plans?

The Planning and Performance Framework links seamlessly with your individual performance plans. The difference is timing and focus. The Framework is focused on strategic or annual planning for the following year(s) during the period July-November, whereas your individual plan will come into focus from January. The level of focus is also different - the Framework is only concerned with formal planning down to the Practice Pathway Group and equivalent level. Both the Framework and your individual plan use the ADEP (Achieve, Develop, Enjoy, and Partner) model.

If you have any questions or suggestions, please contact: Zhivan Alach, Planning and Performance Manager, zalach@unitec.ac.nz
