Management by outcomes

Flexible by Design

In practice, managing by outcomes means being accountable for delivery by focusing on results. It is about focusing on a broad range of measures and indicators to best demonstrate the achievement of agreed outcomes.

Examples include:

* outputs
* results of service delivery
* nature and quality of the work
* time taken.

Individually, these do not measure productivity or take into account the many flexible ways in which work outcomes can be achieved. The concept of managing by outcomes challenges the idea that people must be visible and present in order to perform.

Management by outcomes requires regular conversations between managers and employees.

Regular and meaningful conversations provide an opportunity to continuously improve by focusing on productivity, challenges and successes. In the context of flexible work, this may include changing personal circumstances, technology barriers and impacts on the team.

The sector’s [Flexible by Design framework](https://www.forgov.qld.gov.au/flexible-by-design) underpins our approach to management by outcomes:

* Mutually beneficial flexible work arrangements that align with service delivery optimise and prioritise business performance.
* Solutions demonstrate give and take, trust, open communication, cooperation, negotiation and ethics.
* Frequent meaningful conversations about outcomes measure employee performance.

Conversations focused on outcomes may involve:

**Direction setting**

* What do we intend to achieve and why?
* Are there broader strategies that drive or influence the work?
* What is the problem?

**Planning and design**

* What is the best way to achieve this, and have we got the required capability and capacity?
* How can we engage and reflect the relevant diverse stakeholder voices?
* What are the best indicators of success?
* How can we ensure flexibility and agility in delivery?
* What are our strengths to leverage and challenges to address?

**Implementation and delivery**

* Are we implementing and delivering as planned, and managing our capability and risk effectively?
* What progress have we made so far and what adjustments are needed to progress further?
* Are we delivering in a manner that is consistent with public service ethics, values and standards while meeting standards of timeliness, quality and accuracy?

**Review**

* What impact have we had and what improvements can we make?
* Are there any unintended consequences to consider?

You can visit the [positive performance management webpages](https://www.forgov.qld.gov.au/positive-performance-management) for a range of information to support individuals to achieve performance goals and be the best they can be.

Information on [case studies and pilots](https://www.forgov.qld.gov.au/case-studies-pilots) are also available.