



Briefing Document

To:	CEB Office
From:	Fiona Murphy Manager Organisational Development
Subject:	Update on Performance and Development Planner Platform
Date:	9 June 2023

1. Background

In 2021 DOBCEL commenced implementation of the ELMO payroll and HR Core platform for the CEB Office. In the second half of 2022, the ELMO Performance Module was also introduced for the CEB Office Staff to capture goal-setting and record performance conversations and reflections as an online process.

Anecdotal feedback to date on the ELMO Performance Module platform has not been overwhelmingly positive. System functionality does not meet our organisational requirements, despite early representations by ELMO that it would. As CEB continues to grow and our system needs mature, we can reasonably anticipate that system and user issues will continue.

The current ELMO Performance Module MACS contract, under which CEB is covered, expires in June 2023. This time frame has provided the opportunity for a critical review to determine whether DOBCEL should enter a new contract with ELMO for the Performance Module for our Diocese or look at alternate options given the issues experienced to date.

In reviewing options for continuing with an automated performance review platform, the *CECV Digital Reimagination project* has been considered however, any solution suggested is unlikely to be available for implementation until at least late 2024+; which would mean a return to a paper-based review system for at least the next 2 years.

Understanding that the *CECV Digital Reimagination project* will not deliver a solution in an appropriate timeframe, the People and Development team have researched other viable platforms for the performance review process to remain automated. Culture Amp has been selected for CEB to continue with an automated review and feedback process.

2. Alternative Platform: Culture Amp

Why Culture Amp?

DOBCEL currently use Culture Amp for the CEB Employee Engagement Survey (engagement module). Current experience with the platform is positive, including good functionality, real time access to data, ease of use and quality analytics and reporting.

Culture Amp will provide DOBCEL with improved functionality when compared to the previous automated platform. Please see appendix 1 for a summary of the functionality of the Culture Amp performance module.

3. FAQs

Why are we changing platforms?

Anecdotal feedback, and People and Development's experience to date on the ELMO Performance Module platform has not been overwhelmingly positive. System functionalities are not meeting our organisational requirements.

Given the current contract is due to expire in June 2023, the decision has been made to move to the Culture Amp platform for increased functionality. See Appendix 1 for a summary of the functional features.

The review questions and timeframes will remain as they currently are, the shift to Culture Amp is simply a change in platforms to support the review process.

Will anything change with accessing my pay details?

No, DOBCEL will still use the ELMO payroll module at this time, so there will be no changes to any payroll processes. You will also continue to be able to log into ELMO to apply for leave and see payslips etc.

How do I log in?

Nearly all CEB staff will already have a login for Culture Amp as the platform is currently used for the Employee Engagement survey. Staff who have commenced at CEB since March 2023 will be provided with access to Culture Amp in the coming days.

Initially, single sign-on will not be implemented, however, we will look to get this set up and advise when this will occur.

Once the Culture Amp Performance module is live, a 'how to' guide will be provided with details on using the platform.

What will be different?

The look and feel of Culture Amp will be different from the previous automated platform, however, you will find the questions and timeframes will remain as they currently are. The shift to Culture Amp is simply a change in platforms to support the review process.

When will Culture Amp be ready to use?

We anticipate Culture Amp will be ready to access within the next 3 weeks. Updates will continue to be provided as to when you can access the Culture Amp performance module.

Can I still access the ELMO Performance Module?

The ELMO performance module will be available to access until June 30, 2023.

Will goals already set for 2023 and any information inputted be transferred to Culture Amp?

We are currently working to ensure that goals set for 2023 and any other additional information inputted into ELMO will be transferred into Culture Amp for access when the platform goes live. You will still be able to view all your information in the ELMO performance module until June 30, 2023.

I want to complete my 6-month check-in now – what do I do?

If you would like to complete your 6-month check-in now, you can access the template [here](#) or contact Fiona Murphy to request a copy. Once the Culture Amp platform is live, you will be able to cut and paste the details into the 6-month check-in. Your goals, and any other details saved in ELMO that you wish to access will be available to view in ELMO until June 30.

Will the 6-month check-in need to be completed by the end of June?

Once the Culture Amp platform is live, there will be further communication around the 6-month check-in and adapted timeframes around completing these given the transition.

Would it not have made more sense to transition to the new platform after the end of June?

With the MACS contracting ending before the end of June, our access to the ELMO Performance module will be terminated.

We have spent the last three months working closely with ELMO attempting to resolve the functional and system issues. Unfortunately, this has not been to our satisfaction and we have been required to make a tough decision recognising the timing is less than ideal.

What training and support is available for Culture Amp?

Culture Amp is an intuitive platform, however, there will be training and support available once the platform is live.

I have a question, who do I contact?

If you have any questions please contact Fiona Murphy, Organisational Development Manager on Fiona.murphy@dobcel.catholic.edu.au or 0447 371 177.

Appendix 1

Summary of some of the functionality of the performance module that meets DOBCEL requirements.

<i>Customisation</i>	<ul style="list-style-type: none"> The platform can be customised to include the same questions and timeframes we have adopted for the current CEB and principal review process.
<i>Goal setting and Transparency</i>	<ul style="list-style-type: none"> Individuals can list their goals as private (only viewable to them or nominated people) or public (all in organisation can see) – the ability to do this provides the opportunity to create much better visibility of what people are working on across teams and across the organisation. Individuals can assign their goals as blocked, in progress, or accomplished. If a goal is assigned as blocked, an automatic message is sent to the person's team leader advising the goal is blocked enabling the team leader to provide support or guidance. Individuals can assign collaborators to their goals. A collaborator can view progress and make comments on goals. This supports our commitment to partnering and processes by providing team leader and manager visibility of goals and the opportunity to comment on goals throughout the year. For example, currently, ELMO does not facilitate this visibility and, in teams such as payroll, it means only the payroll team leader or the Manager, Finance and Accountability can view and make comments – they are both unable to view and make comments on goals.
<i>Feedback capabilities</i>	<ul style="list-style-type: none"> The Culture Amp performance module can make provisions for individuals to request feedback from internal stakeholders, and this feedback is then included in the review process. Note the stakeholders must also be a user in the Culture Amp platform (e.g., other CEB Office staff or DOBCEL Primary School Principals if both groups are included) The platform can make provision for recording all one-on-one meetings and any other additional notes throughout the performance period. All people listed as collaborators on an individual's goal can make comments related to those goals.
<i>Reporting</i>	<ul style="list-style-type: none"> Visibility of goals – Culture Amp provides a dashboard display of organisational strategic priorities and captures all goals listed against that priority – increasing the visibility of work across the organisation.
<i>API and Integrations</i>	<ul style="list-style-type: none"> Integration with MS Teams makes it easy for our people to access insights, review goals, give each other timely feedback, and receive praise directly from the tools they're using every day.
<i>Individual effectiveness: 360-degree survey</i>	<ul style="list-style-type: none"> The Culture Amp performance module features the ability to facilitate 360-degree performance feedback. The 360 process is optional and can be triggered by the manager or the individual. The 360-degree performance feedback option may be a feature to consider utilising to support ongoing growth and development plans for leadership and other key service roles.

*People science
and analytics
backed*

- Culture Amp embeds People science into everything they deliver. People science is the practice of examining how people think, feel, behave, and learn. The platform is evidence-backed; combining peer-reviewed literature, field experience, analytics and customer insights that are tested and validated by Organisational Psychologists.