Professional Staff Performance Review and Development - Procedures

Establishment: EDA, 2006

Date Last Amended: EDA, January 2011

Nature of Amendment: Consequential amendments arising from a restructure of Central Administration / VCs office and the creation of new senior executive positions replacing the EDA and Registrar

Date Last Reviewed:

Responsible Officer: Director, Human Resources

Procedures

1. Overview

The Performance Review and Development Framework for Professional Staff (PRD) provides the basis for a supervisor/manager and staff member to work together in assessing and developing a staff member’s performance to assist the achievement of individual, work area and/or organisational goals, through:

- formal review of performance, normally annually, and
- regular feedback throughout the year.

The following procedures will assist supervisors/managers and staff to undertake annual performance reviews in accordance with the PRD framework. Specific matters covered in these procedures are expanded in more detail, and brought into operation, by:

- templates provided for the annual performance review and development meeting; and
- the PRD Users’ Guide, which includes information and tips concerning the annual performance review and ongoing review and feedback throughout the year.

2. Formal review of performance

A formal review process is integral to the performance review and development framework and should be used to:
• assess a staff member’s performance against established objectives, and
• identify needs and opportunities for staff and career development.

There is both a written and meeting component to each review.

2.1 Matters to be included in the annual performance review

The following elements, which are based on the objectives of the annual review process, should be included in each staff member’s annual review:

• a review of the position description/ duty statement for currency and relevance

Note: The General Staff Classification Descriptors are the key point of reference for operating levels across a range of responsibility domains which are fundamental to all professional staff positions (eg levels of work complexity, written communication, judgement and problem solving). Templates for position descriptions are available under forms.

• structured feedback from the supervisor/manager on the staff member’s performance and, where applicable, an assessment of a staff member’s performance with respect to:
  o incremental progression - as indicated in the procedures for Incremental Progression;
  o movement to a higher classification in a linked position, for a staff member appointed to a designated ‘link’ position. (Note: movement from one classification level to the next is subject to sustained satisfactory performance as evidenced by the formal performance reviews and evidence that the staff member is able to work at the higher classification level);
  o identification and evaluation of professional development activities;
  o recognising and rewarding high performance – see Recognising and Rewarding Staff - Guidelines for Supervisors

• work priorities, workload and performance objectives for the coming review period
  (Note: performance objectives would normally be agreed upon through discussion and negotiation between the supervisor/manager and staff member; they identify what is to be done, to what standard and within a particular timeframe; and they link to the general direction of the work unit, in the context of broader Cost Centre/ University strategic plans/directions as well as the position description)

• professional development / training to be undertaken in the coming review period
  o agreed professional development / training activities
  o supervisor training, where a staff member has recently been designated as a supervisor/manager
  o OHS training, where a staff member has recently been designated as a supervisor/manager and where required for staff undertaking particular roles
  (Note: activities for the coming review period should both support the staff member’s current skill level as well as assist with her/his career development. Supervisors/managers and staff should also assess the value to the staff member and to the work team of training and development activities undertaken during the review period)

• leave plans for the coming review period
• opportunity for upward feedback from staff member to supervisor/manager

• for supervisors/managers, the performance review should include an assessment of outcomes achieved with respect to
  o people and resource management
  o management and leadership in planning and development of policy and practice
  o implementing the new PRD process with their team
  o promoting a safe working environment with regard to OHS and EO legislation
  o other outcomes as required

2.2 Written component

• Templates A standard template is below. Professional Staff Performance Review form

• Record keeping Copies of completed forms should be retained by the staff member and held by the supervisor/manager under confidential arrangements, in a local, secure place. Where there is a change of supervisor/manager, the general expectation is that previous plans would be available to an incoming supervisor/manager.

2.3 Scheduling and completing PRD meetings
The supervisor/manager is responsible for scheduling the review with the staff member.

Normally the documentation should be prepared by the staff member and forwarded to the supervisor/manager within the agreed days in advance of the meeting, to allow each adequate time for preparation.

Responsibility to ensure that the performance review is completed rests with both the staff member and the supervisor/manager.

An aid for supervisors/managers for scheduling and managing the performance review cycle(s) for staff reporting to them is currently under development, within the scope of the Employee Self Service facility.

2.4 Monitoring
Human Resources will, from time to time, seek from supervisors/managers a report on their implementation of the performance review process and feedback on the training tools and activities.

3. Skills development in PRD

3.1 Training and professional development
Supervisors/managers are required to undertake the University’s two training modules for supervisors: “Role and Responsibilities of a Supervisor”; and “Managing the Workplace Environment” (which pays particular attention to assessing and developing performance of staff in accordance with the Professional Staff PRD Framework).

In addition, staff and supervisors/managers are encouraged to attend training activities offered by the Staff Development and Training Unit to develop skill and knowledge in PRD, and to provide feedback to their supervisors/managers or Human Resources staff on any additional training activities that may be of assistance.

3.2 PRD Users’ Guide
The guide has been developed to assist staff members and supervisors/managers in preparing for and participating effectively in PRD by providing practical advice on a wide range of matters.

4. Concerns about performance
Concerns about a staff member’s performance and/or conduct should be addressed by the supervisor/manager as soon as possible and not held over to the formal performance review.

4.1 Structured counselling
In the first instance concerns should be managed by a supervisor/manager through a process of structured counselling. This provides an opportunity for the resolution of the concerns within an agreed time-frame through clarification of expected objectives and performance standards, regular feedback and where appropriate, further training. Advice may be sought from Human Resources as appropriate.

4.2 Further advice
If after following this process, a supervisor/manager remains concerned about the staff member’s performance, the relevant disciplinary processes may need to be invoked. In this case, advice should be sought from the relevant Senior Human Resources Adviser.

Related Links
Professional Staff Performance Review and Development - Framework (Enterprise Agreement clause B14)
PRD Users’ Guide
Professional Staff Performance Review Form (DOCX 52KB)
Incremental Progression
Recognising and Rewarding Staff: Guidelines for Supervisors