

## MEMORANDUM

**To:** Staff Consultative Group

**From:** Tim Sprague, Director Human Resources

**Date:** 24 June 2009

**Subject:** **PDR Review update**

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Dear new and returning SCG members,

I apologise for being unable to attend the first meeting of the SCG for 2009. As you may be aware, I am currently not only ill, but excluded from attending the University until I have clearance from my doctor. In light of these circumstances I felt it important to communicate with you regarding progress on the PDR Review process.

As you are aware in 2008 the new PD & R process was implemented across the University. At the outset we identified that at the end of the first PD & R cycle we would conduct a review of the effectiveness of the new process.

Summarised below is the review methodology and a summary of the key recommendations arising out of the review.

### **Review Methodology**

In March 2009 we conducted an extensive review of the PD & R process. This review sought input from the following sources:

- Staff survey posted on the University intranet 2-20 Feb 2009
- Feedback from academic and professional staff supervisors
- Feedback from members of management and the Executive.
- Feedback from Faculty HR Managers
- Feedback forum conducted on March 17 attended by a cross section of academic and professional staff, nominated SCG representatives and representatives from the NTEU and CPSU.

The extensive consultation process has provided a wealth of valuable feedback which will inform and strengthen the process in the future. Having now considered the feedback I wanted to provide you with a summary of the most significant process recommendations that we intend to implement as a consequence of the review process.

### **Recommendations**

1. Review the organisational planning cycle to determine if we can better coordinate the, strategic planning, budget and PDR cycles.
2. Redesign the PD&R form to improve ease of use whilst still enabling capture of relevant information about individual performance. Including:
  - a. The amalgamation of Parts A and C
  - b. The removal of Part D – Behavioural Indicators and Review. Where specific behaviours are required for role such as customer service or leadership - in future they will be incorporated into relevant objectives.
  - c. Inclusion of a review of development objectives in the PD&R review section to ensure individual development goals remain in sight over the year.
3. Remove overall performance ratings from the review of academic staff performance. (The exception is where an overall rating is required as an input in determining salary loadings.) There are existing acceptable reward and recognition mechanisms for the individual components of academic performance. These include mechanisms such as teaching awards and internal research grants.

The proposal is to work with academic areas to review and enhance existing reward methodologies.

4. Retain a performance rating mechanism for professional staff. This is particularly important for staff who have reached the top of their incremental range, consistently perform at a high level but currently do not have access to reward and recognition mechanisms beyond those outlined in the current Reward and Recognition policy. The performance ratings system is required to inform decisions related to Reward and Recognition.

We acknowledge that there is a significant amount of work to be done in developing this part of the process.

5. Develop communications and interim procedures for the completion of the 2009 PDR cycle.
6. Undertake amendments to policy, procedure and communications to reflect these changes

This is a broad summary of the key proposed changes to the PD & R process. I look forward to presenting and discussing these recommendations in detail at the SCG meeting of 20 May 2009

Regards,

**Tim Sprague**  
**Director Human Resources**