

Human Resources Policies and Procedures



Policy Group: Human Resources

Policy No:

20.00

Policy Subject: Performance Development and Review

Purpose:	To document the policy/ principles and procedures for Performance Development and Review.
Scope:	This policy applies to all continuing and fixed-term Staff Members.
Policy/ Principles:	<p>Performance Development and Review (PD&R) provides a systematic approach to encouraging and developing staff to effectively perform their roles and achieve their personal and professional goals set in consultation with their supervisor.</p> <p>PD&R may be linked to a number of performance, career development, reward and recognition processes, including incremental progression, probationary reviews, secondment between departments and promotion.</p> <p>Eligibility and Entitlement</p> <p>The eligibility and entitlement to the PD&R is as prescribed by the Enterprise Agreement.</p> <p>Performance Development and Review Goals</p> <p>PD&R will:</p> <ul style="list-style-type: none"> • Create a transparent system where the Staff Member understands what she/he is working towards, and what is expected of them throughout the performance cycle; • Align individual performance objectives to the work area and the University's organisational objectives/strategies for the coming year; • Facilitate the development of Staff Members by identifying development needs within the process; • Facilitate the process of identifying and/or clarifying career objectives; • Promote productive working relationships between the Staff Member and their supervisor; and • Create the ability to recognise and reward excellent individual contributions. <p>Principles</p> <p>In accordance with the University's goal of providing equal employment opportunities for all staff, supervisors will be sensitive to the special needs of individual staff arising from different career histories or histories of special disadvantage.</p> <p>Assessment of performance will be conducted in a manner which is free from bias, discrimination, direct and indirect, on any of the grounds set out in the University's Equal Employment Opportunity Policy.</p> <p>Management of Performance Development and Review</p> <p>The University will:</p> <ul style="list-style-type: none"> • Manage the design and implementation of PD&R;

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- Ensure supervisors and Staff Members receive appropriate training and information on PD&R to enable active participation in the process; and
- Provide appropriate resources to promote the development of individuals in accordance with the University's strategic goals and human resources policies.

Confidentiality

Confidentiality of PD&R discussions and documentation will be maintained.

Following discussion with the staff member, the supervisor may seek input or advice on PD&R from more senior managers or Human Resources.

Where feedback is sought from other relevant sources eg internal or external clients then this will be discussed with the staff member.

PD&R documentation may be accessed by the staff members managers and Human Resources, for the purposes of other University policies or processes including: probationary review, promotion, incremental progression, reward and recognition, or career development.

Procedures:

The PD&R will be conducted annually and will commence in the last quarter of each year.

Preparation

Supervisor

The supervisor will arrange a meeting with the Staff Member to review and evaluate performance over the past 12 month period.

The supervisor will ensure that the Staff Member has a copy of previous performance review documentation.

*Staff Member/
Supervisor*

Prior to the meeting, both the Staff Member and the supervisor will review the previous PD&R forms and prepare feedback on the Individual Performance Plan and Behavioural Indicators.

Performance Review

The Staff Member and the supervisor will meet to review and evaluate the Staff Member's performance in the previous 12 month period.

Staff Member

The Staff Member will complete the PD&R form documenting objectives and achievements in the review period and submit to the supervisor.

Supervisor

Following this meeting, the Supervisor will document the outcomes of the performance review in the PD&R form and provide a copy to the Staff Member.

Performance and Development Planning

The supervisor will provide the Staff Member with relevant documentation which may be used to develop objectives and establish performance expectations.

Relevant information may include (but is not limited to):

- The Staff Member's Position Description;
- Strategic objectives of the University/ Division/ Office/ Department;

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- Operational objectives for the work area;
- Workload models; or
- Discipline profiles.

*Staff Member/
Supervisor*

The Staff Member and supervisor will discuss the relevant information and prepare suggested objectives, performance indicators, and learning and development opportunities designed to support the Staff Member.

During the discussion the Staff Member and supervisor will determine if further action or information is required to finalise the Staff Member's performance plan.

Staff Member

Once necessary information has been obtained, the Staff Member will complete the PD&R form and submit it to the supervisor for review and consideration.

Individual Performance and Learning and Development Plans

*Staff Member/
Supervisor*

The Staff Member and supervisor will discuss the Staff Member's Individual Performance and Learning and Development plans for the next 12 months.

Supervisor

Following this meeting, the Supervisor will document the outcomes of the performance and learning plan in the PD&R form and provide a copy to the Staff Member.

Record Keeping

*Staff Member/
Supervisor*

A copy of the PD&R will be retained by both the Staff Member and the supervisor for the purpose of regular and continuous review, feedback and coaching during the 12 month period.

The supervisor will also provide a copy of the Staff Member's PD&R form to the Head for comment (if appropriate) and endorsement.

Head

The Head will forward the completed PD&R form to the Human Resources, where it will be stored on the Staff Member's employee file.

Review and Development

*Staff Member/
Supervisor*

To ensure regular and continuous review of the Staff Member's performance during the review period, the Staff Member and supervisor will:

- Review of outcomes to ensure performance expectations and learning and development plans are progressing;
- Discuss whether the Staff Member is likely achieve performance objectives and, where possible, resolve barriers to achievement;
- Document achievements and milestones reached over the review cycle;
- Identify and plan to address learning and development needs;
- Provide and respond to constructive feedback and seek further clarification and coaching as required;
- Monitor Staff Member's objectives, work performance and capabilities during the review period;
- Provide coaching and learning and development support to Staff Member;

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- Conduct open discussions regarding issues relating to the staff member's workload;
- Provide timely feedback regarding:
 - a. Good/high achieving performance; and
 - b. Poor performance and development / actions required to achieve desired results and ultimate consequences if not met.

Probationary Appointments

The Staff Members and supervisor will use the PD&R form during the probationary period.

*Staff Member/
Supervisor*

Initial goals, consistent with the position description will be set with the new staff member and progress towards goal achievement will be reviewed during the probation period.

The performance rating system will be adapted for Staff Members who have been with the University or in their current role for less than six months, in order to recognise the time to learn a new role.

Review of Objectives or Outcomes

Staff Member

Where a Staff Member does not agree with the objectives or outcomes of the PD&R, the Staff Member should record these concerns in the PD&R form and identify their request for a review. The staff member may provide relevant supplementary information for review and final determination.

Supervisor

The supervisor will refer the PD&R and other documentation to the next supervisory level for review. The next level manager will meet with the staff member before making a determination. If the matter is not resolved by referring the issues to the next level of management and the staff member considers there are issues of bias, direct or indirect discrimination on grounds as identified in the University's EEO policy then the matter can be referred to the Director, Human Resources or Manager EEO for investigation.

*Director
HR/Manager
EEO*

Review issues raised by the staff member which meet the above criteria and make a finding on the investigation.

*Human
Resources*

Relevant documentation relating to this process will be kept on the Staff Member's employee file.

Definitions:

Agreement means the *Macquarie University Enterprise Agreement* or other such similar industrial agreements or legislation as may replace it from time to time.


Head means Head of Division or Office (unless there is a specific reference to Head of Department) or person acting in that position pro tem.

Human Resources means the University's central Human Resources function.

Form means Related Forms specified in this policy.

Supervisor means the person nominated by the University to whom the Staff Member is to report to with respect to work performance, duties and performance outcomes.

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Responsible Officers:	Director, Human Resources	
References and Further Information:	<i>Macquarie University Enterprise Agreement</i> Performance and Development Review Supporting Guidelines University/ Division/Office/Department Strategic and Operational Plans	
Related Forms:	Performance and Development Review Form	
Source/Contact: Organisational Development	Process Owner/Publisher: Human Resources	
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