

15.10 Performance Planning and Review - Senior Staff

Overview

The University is committed to providing an environment in which staff can excel and grow professionally, where open communication is encouraged, self-development fostered, and performance and work practices continuously improved for the benefit of the individual and that of the University.

Performance Planning and Review is a process of formally evaluating and managing employees' work-related behaviours and outcomes. Performance Planning and Review benefits both the University and its staff. Participation in the Performance Planning and Review protocol provides staff with regular performance assessment and feedback and an opportunity to receive recognition for good performance; clarification of responsibilities and goals; and identification of training and development needs and career enhancement. For the University, this process aims to ensure a link between individual aspirations and the goals and objectives of the University.

Policy

15.10.01 The Performance Planning and Review for Senior Staff is a formal review process that normally takes place between November and March each planning cycle and consists of:

- 360 Degree Feedback; and
- a formal Performance Planning and Review discussion between the senior staff member and their supervisor.

15.10.02 The process applies to all senior staff (ie. Classified above HEO Level 10 or Level E).

15.10.03 Senior staff can only be exempt from the process at the discretion of the Vice-Chancellor.

15.10.04 The aim of the Performance Planning and Review protocol is to:

- promote open communication channels at upper management levels;
- align senior staff member's performance with the strategic and operational plans and priorities of the University; and
- provide a mechanism to review performance and achievements in terms of mutually agreed expectations and to link the development of senior staff members to University-wide and Faculty/Divisional objectives and initiatives.

Responsibilities

15.10.05 It is the responsibility of the *supervisor* to:

- ensure that staff are treated fairly and equitably at all stages of the process;

- arrange the formal Performance Planning and Review discussion at a mutually convenient time;
- consider the information provided from the 360 Degree Performance Assessments and provide constructive feedback to the staff member, ensuring assessor confidentiality;
- recognise and acknowledge that organisational constraints can have an impact on performance;
- ensure that the forms used to record the formal discussion are correctly completed and signed. No comments should be committed to the form unless mutually agreed or both parties' views are represented; and
- forward a copy of completed forms to Human Resource Services for filing on the staff member's personal file.

15.10.06 It is the responsibility of the *senior staff member* to:

- participate actively in the Performance Planning and Review protocol;
- listen to and consider feedback;
- hold a copy of any documentation; and
- take any agreed actions to improve performance.

15.10.07 It is the responsibility of the *Organisational Development Unit* to:

- coordinate the 360 Degree Feedback process;
- monitor and review the overall Performance Planning and Review protocol on an annual basis;
- develop and review policy, forms and supporting documentation;
- schedule training and information sessions with assessors and assessees as appropriate; and
- handle completed forms in a confidential manner and file forms in staff members' files.

360 Degree Feedback

15.10.08 360 Degree Feedback is a formal process whereby information in relation to the senior staff member's performance is gathered from a range of sources.

15.10.09 For the purpose of the 360 Degree Feedback process, assessee is the senior staff member being assessed and the assessor is the person providing the assessment.

- 15.10.10** The assessors for each cycle will be determined by the senior staff member's supervisor in consultation with the Organisational Development Unit.
- 15.10.11** As a general rule the number of assessors per senior staff member should not be more than 10. To ensure the greatest benefit from the process the list of assessors for each assessee should be a 360 Degree representation.
- 15.10.12** Written comments are sought on a confidential basis from the assessors against a set of performance criteria.
- 15.10.13** The feedback received from assessors is used to inform the Performance Planning and Review discussion that takes place between the senior staff member and their supervisor.

Absence of Bias

- 15.10.14** Assessment of performance will be conducted in a manner which is free from bias in any form and without discrimination, direct and indirect, on any of the grounds set out in the University's Equity policy.

Procedures

360 Degree Feedback

- 15.10.15** The 360 Degree Feedback (**Form 15.10b**) must be completed and returned to the senior staff member's supervisor prior to the Performance Planning and Review discussion.
- 15.10.16** The assessors and assessees lists are compiled by the Organisational Development Unit under the guidance of the senior staff member's supervisor and the Vice-Chancellor.
- 15.10.17** Assessors are notified in writing in January each year by the Organisational Development Unit. Assessors record their comments against the performance criteria set out on the 360 Degree Feedback (**Form 15.10b**). Assessors only need to provide comments on the criteria that are relevant to their role relationship to the assessee.
- 15.10.18** The completed forms are forwarded electronically to the senior staff member's supervisor where they will be collated and used to inform the Performance Planning and Review discussion. The Organisational Development Unit is responsible for auditing the process to ensure that all forms are completed within the agreed timeframe.

Performance Planning and Review Discussion

- 15.10.19** Supervisors are to conduct a formal Performance Planning and Review discussion with each of their staff members between November and March each planning cycle. The Performance Planning and Review discussions are to be conducted and **Form 15.10a** and **Form 15.10b** completed as a formal record of the discussion that takes place between the supervisor and individual staff member.

15.10.20 Document **15.10A Performance Criteria Guidelines - Senior Staff** should be used as a reference guide during the Performance Planning and Review discussion.

15.10.21 The Performance Planning and Review discussion should include:

- consideration of results achieved during the past year against agreed goals, taking into account any unforeseen circumstances or new opportunities which arose during the year;
- feedback from the 360 Degree Feedback process; and
- comments on the individual's overall level of performance.

Storage of Review Forms

15.10.22 To ensure assessor confidentiality it is the responsibility of the Supervisor to ensure that the individual **360 Degree Feedback** forms are shredded after the report has been written.

15.10.23 A copy of the completed Performance Planning and Review forms (**Form 15.10a and 15.10b**) should be kept by the staff member.

15.10.24 The original Performance Planning and Review form (**15.10a**) is to be forwarded to Organisational Development Unit where they will be placed on the staff member's file.

Further Information

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Approved Vice-Chancellor: 17 August 2007
RMO Document No. D03/404
Policy Review Date: June 2008
Responsibility for review: Organisational Development