

## General Staff Performance Review

<b>Approving authority</b>	Executive Group
<b>Approval date</b>	16 March 2016
<b>Advisor</b>	For advice and guidance on this policy, please contact your <a href="#">HR Business Partner</a> or <a href="#">Group HR Adviser</a>
<b>Next scheduled review</b>	2021
<b>Document URL</b>	<a href="http://policies.griffith.edu.au/pdf/General Staff Performance Review.pdf">http://policies.griffith.edu.au/pdf/General Staff Performance Review.pdf</a>
<b>TRIM document</b>	2016/0000253
<b>Description</b>	This document sets out the policy and procedure on performance management for general staff.

### Related documents

[General Staff Education Assistance Policy](#)  
[General Staff Education Assistance Procedures](#)  
[Probation Policy for General Staff – Continuing and Fixed Term Appointments](#)  
[Probation Procedures for General Staff – Continuing and Fixed Term Appointments](#)

[\[Introduction\]](#) [\[Essentials of Performance Management\]](#) [\[Scope\]](#) [\[Procedures\]](#) [\[Unsatisfactory Performance\]](#) [\[Time-frames\]](#) [\[Support & Resources\]](#) [\[Delegated Authorities\]](#) [\[Template 1\]](#) [\[Template 2\]](#) [\[Template 3\]](#)

## 1. INTRODUCTION

The University is committed to a culture of high performance and excellence. Effective performance management within work units is a key accountability for all staff.

Effective performance management is based on a relationship between supervisors and their staff in which expectations, outcomes and development are regularly discussed. This is based on three principles –

- A position description of individual responsibilities and accountabilities which is understood by individual staff and their supervisor and which is regularly reviewed;
- Clear objectives, expectations of outcomes and development plans; and
- Regular feedback between supervisors and staff on progress, achievements and areas for improvement.

## 2. ESSENTIALS OF PERFORMANCE MANAGEMENT

It is a key accountability for all supervisors and managers of general staff to ensure cycles of role clarification, goal setting and feedback are part of their management practice. All staff are required to engage with their supervisors in regular discussion of their role, performance expectations and development.

In addition to these regular discussions, all general staff and their supervisors will meet formally once a year to discuss the staff member's performance over the previous year and performance objectives and staff development activities for the following year.

The formal annual discussion will cover:-

- review of the Position Description;

- review of the staff member's performance against the Position Description;
  - review of progress towards any specific goals and objectives set at the previous year's meeting;
  - specific performance goals and objectives for the coming year in the context of the University and work area's strategic objectives; and
  - consideration of possible development activities in the coming year.
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### **3. SCOPE**

All general staff on continuing and fixed-term contracts of greater than 12 months are subject to this policy.

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### **4. PROCEDURES**

- 4.1 It is recognised that there are very significant differences across general staff in terms of HEW classification and the nature of the work which they undertake. A "one size fits all" approach to performance management, particularly in respect of the documentation required, is not always appropriate. There needs to be some flexibility in the documentation aspect of the process provided that, for all staff members, the essentials of performance management set out in section 2 are fulfilled each year. To this end, template 1, template 2 and template 3 (Finance only) is provided to assist supervisors and managers. The Relevant Senior Officer is responsible for determining which of the templates are to be used in their area of responsibility. Either template 1 or 2 may be used in an area as appropriate to the categories of staff and nature of work in the area. Template 3 is to be used for Finance staff only. In all cases, however, there must be a documentary record to show that an annual performance review took place.
  - 4.2 The Relevant Senior Officer is responsible for approving the implementation of performance management in their Division or Group within the framework of this policy in accordance with [Section 8](#).
  - 4.3 As a minimum, the process must include regular dialogue during the year in order to consider performance, realign objectives as required and identify areas for improvement. In addition, there must be a formal meeting that takes place annually between the staff member and supervisor to review performance and development, and discuss future plans and objectives aligned with University and work area goals and objectives.
  - 4.4 The template documents provide for signatures of the supervisor and the staff member. It also provides opportunity for the staff member to provide comments, including disagreement with the supervisor's evaluation. The staff member may decline to sign the performance evaluation document, but this does not invalidate the evaluation.
  - 4.5 The supervisor must give the staff member a copy of the review documentation and forward a copy to Corporate Records & Digitisation Services (CRDS) for placement on the staff member's file.
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### **5. UNSATISFACTORY PERFORMANCE**

In cases of unsatisfactory performance, University procedures as defined in the relevant industrial agreement will be followed.

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### **6. TIMEFRAMES**

The general staff performance review operates on an annual cycle, which should align with the business cycle of the work unit. Timing of the Performance Review Cycle is a matter for

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determination by the Relevant Senior Officer to best suit the operational needs of the area. For example, the formal review meeting could take place:

- towards the end of a calendar year;
- in the first quarter of the calendar year;
- on the anniversary of the staff member's appointment;
- at the same time as academic staff reviews.

The Relevant Senior Officer may approve different timings for different areas to best suit operational needs.

Ongoing dialogue and feedback takes place during the course of the year in order to discuss progress, realign objectives as required, and identify areas for improvement.

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## **7. SUPPORT & RESOURCES**

The Office of Human Resource Management provides a range of support for the planning and review process. The [General Staff Performance Review webpage](#) has a variety of information and resources and guidance and advice is also available through contacting your relevant [HR Business Partner](#).

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## **8. DELEGATED AUTHORITIES**

The General Staff Performance Review process is undertaken in accordance with the [Staffing Delegations: Academic Groups and Staffing Delegations: Administrative Divisions](#).

For the purpose of this policy, Relevant Senior Officer means:

- Group Pro Vice Chancellors (for Schools/Departments and Research Centres in the Group)
  - Deputy Vice Chancellors (for academic areas which report to them)
  - Deputy Vice Chancellors and Pro Vice Chancellors (for their immediate offices)
  - Office Directors
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STAFF MEMBER DETAILS	
Staff Number/Employee ID _____	Contact Number _____
Last Name _____	First Name _____
Position Title _____	Current Level _____
School/Department/Centre _____	
Group _____	

<b>A review of the current position description has been completed</b>	<b>Yes</b>	<b>No</b>
	<input type="checkbox"/>	<input type="checkbox"/>
The Position Description is appropriate for the current role and accountabilities of the position (if no, please consult with your HR Advisor)	<input type="checkbox"/>	<input type="checkbox"/>

**Has the staff member demonstrated satisfactory performance in the following?**

*If you answer no to any of the following, please provide information in the supervisor comments section below.*

	Yes	No
<b>Job Knowledge</b> – an understanding of the key accountabilities of the position	<input type="checkbox"/>	<input type="checkbox"/>
<b>Quality of Work</b> – the work is of expected standard for this level of appointment	<input type="checkbox"/>	<input type="checkbox"/>
<b>Communication</b> – used in daily interaction with internal/external colleagues	<input type="checkbox"/>	<input type="checkbox"/>
<b>Problem Solving</b> – a degree of reasoning and interpretation exercised	<input type="checkbox"/>	<input type="checkbox"/>
<b>Service Orientation</b> – ability to provide high levels of service to meet customer needs	<input type="checkbox"/>	<input type="checkbox"/>
<b>Teamwork</b> – reliability, cooperative, respect for others, contributes to team efforts	<input type="checkbox"/>	<input type="checkbox"/>
<b>Initiative</b> – degree of energy/aptitude displayed in carrying out duties. Follows through.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Attendance and punctuality</b> – reports for work on schedule and is prepared	<input type="checkbox"/>	<input type="checkbox"/>

**Overall team effectiveness and staff member's contributions to team efforts. Strengths as a team member, as well as areas for improvement (complete where relevant):**

**Particular goals (individual or team) for the next 12-month period (complete where relevant):**

**Development and training - specify any particular activities for the next 12 months.**

*A copy of the completed evaluation should be retained by both the supervisor and staff member for reference. A copy should also be forwarded to CRDS for the staff member's file.*

**Staff member** - *Do you have any comments on your own performance? What is your supervisor doing well that supports you in your work, or what could your supervisor do differently to better support your work?*

**Supervisor comments & signature:**

**Signed:**

**Date:**

Note: An assessment of unsatisfactory performance in the annual review must be made in accordance with the provisions of the Enterprise Agreement relating to unsatisfactory performance.

**Staff member acknowledgement and signature:**

I have reviewed this document and discussed the contents with my supervisor. I acknowledge that I have been advised of my performance evaluation, which does not necessarily imply that I agree with the evaluation.

**Comments:**

**Signed:**

**Date:**

*A copy of the completed evaluation should be retained by both the supervisor and staff member for reference. A copy should also be forwarded to CRDS for the staff member's file.*

STAFF MEMBER DETAILS			
Staff Number/Employee ID		Contact Number	
Last Name		First Name	
Position Title		Current Level	
School/Department/Centre			
Group			

<b>A review of the current position description has been completed</b>	<b>Yes</b>	<b>No</b>
	<input type="checkbox"/>	<input type="checkbox"/>
The Position Description is appropriate for the current role and accountabilities of the position (if no, please consult with your HR Advisor)	<input type="checkbox"/>	<input type="checkbox"/>

STAFF MEMBER COMMENTS AND NOTES	SUPERVISOR COMMENTS AND NOTES
Identify the key accountabilities of the position and reflect on your performance over the past 12 months. What worked well and what did not. Refer to the position description.	
Review progress towards or achievement of specific goals and objectives set for the past 12-month period.	
Consider any particular difficulties encountered in carrying out your role. Are there any key accountabilities of the position that you can improve on or set objectives against?	
Review specific accomplishments and discuss impact on Element/University outcomes <i>(complete only if applicable to your role)</i> .	
Consider your accomplishments and the direction you wish to take your career. What are your strengths? Is there something particular you would like to achieve during the next 12 months? Are there particular work areas,	

*A copy of the completed evaluation should be retained by both the supervisor and staff member for reference. A copy should also be forwarded to CRDS for the staff member's file.*

projects or roles that you would like to become involved in?	
Discuss specific personal and role related development goals to be undertaken. Are there any specific training and/or developmental activities you think would assist?	

**Complete the following, if relevant**

As a manager/supervisor, reflect on how you have supported a positive and productive team and fostered optimal performance.	
Are there areas of your management/supervisory role that you can set objectives against? What are these?	

**Planning**

Identify specific strategic and operational goals for the coming year and how you propose to achieve these goals.	

**Other Comments & Signatures**

**Supervisor comments & signature:**

<b>Signed:</b>	<b>Date:</b>

Note: An assessment of unsatisfactory performance in the annual review must be made in accordance with the provisions of the Enterprise Agreement relating to unsatisfactory performance.

**Staff member comments & signature:**

<b>Comments:</b>	
<b>Signed:</b>	<b>Date:</b>

*A copy of the completed evaluation should be retained by both the supervisor and staff member for reference. A copy should also be forwarded to CRDS for the staff member's file.*

## Template 3 - Finance only General Staff Performance Review

STAFF MEMBER DETAILS	
Staff Number/Employee ID _____	Contact Number _____
Last Name _____	First Name _____
Position Title _____	Current Level _____
School/Department/Centre _____	
Group _____	

<b>A review of the current position description has been completed</b>	<b>Yes</b>	<b>No</b>
	<input type="checkbox"/>	<input type="checkbox"/>
The Position Description is appropriate for the current role and accountabilities of the position (if no, please consult with your HR Adviser)	<input type="checkbox"/>	<input type="checkbox"/>

STAFF MEMBER COMMENTS AND NOTES	SUPERVISOR COMMENTS AND NOTES
Identify the key accountabilities of the position and reflect on your performance over the past 12 months. What worked well and what did not. Refer to the position description.	
Review progress towards or achievement of specific goals and objectives set for the past 12-month period.	
Consider any particular difficulties encountered in carrying out your role. Are there any key accountabilities of the position that you can improve on or set objectives against?	
Review specific accomplishments and discuss impact on Element/University outcomes <i>(complete only if applicable to your role)</i> .	

*A copy of the completed evaluation should be retained by both the supervisor and staff member for reference. A copy should also be forwarded to CRDS for the staff member's file.*



Consider your accomplishments and the direction you wish to take your career. Is there something particular you would like to achieve during the next 12 months? What are your strengths and are there particular work areas, projects or roles that you would like to become involved in?

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Discuss specific personal and role related development goals to be undertaken. Are there any specific training and/or developmental activities you think would assist?

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**Complete the following if you supervise staff:**

As a manager/supervisor, reflect on how you have supported a positive and productive team and fostered optimal performance.

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Are there areas of your management/supervisory role that you can set objectives against? What are these?

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**Planning**

Identify specific strategic and operational goals for the coming year and how you propose to achieve these goals.

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*A copy of the completed evaluation should be retained by both the supervisor and staff member for reference. A copy should also be forwarded to CRDS for the staff member's file.*

**This section is to be completed by the Supervisor only:**

**Has the staff member demonstrated satisfactory performance in the following?**

*If you answer 'NO' to any of the following, please provide information in the supervisor comments section below.*

	<b>Yes</b>	<b>No</b>
<b>Job Knowledge</b> – an understanding of the key accountabilities of the position	<input type="checkbox"/>	<input type="checkbox"/>
<b>Quality of Work</b> – the work is of expected standard for this level of appointment	<input type="checkbox"/>	<input type="checkbox"/>
<b>Communication</b> – used in daily interaction with internal/external colleagues	<input type="checkbox"/>	<input type="checkbox"/>
<b>Problem Solving</b> – a degree of reasoning and interpretation exercised	<input type="checkbox"/>	<input type="checkbox"/>
<b>Service Orientation</b> – ability to provide high levels of service to meet customer needs	<input type="checkbox"/>	<input type="checkbox"/>
<b>Teamwork</b> – reliability, cooperative, respect for others, contributes to team efforts	<input type="checkbox"/>	<input type="checkbox"/>
<b>Initiative</b> – degree of energy/aptitude displayed in carrying out duties. Follows through.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Attendance and punctuality</b> - reports for work on schedule and is prepared	<input type="checkbox"/>	<input type="checkbox"/>
<b>Overall team effectiveness</b> and staff member's contributions to team efforts. Strengths as a team member, as well as areas for improvement ( <i>complete where relevant</i> ):		

**Overall Performance Rating:**

<b>1</b>	<input type="checkbox"/>	<b>Exceptional</b>	<i>Significantly and consistently exceeds expected performance level.</i>
<b>2</b>	<input type="checkbox"/>	<b>Highly Effective</b>	<i>Consistently achieves and often exceeds expected performance level.</i>
<b>3</b>	<input type="checkbox"/>	<b>Effective</b>	<i>Consistently achieves expected performance level.</i>
<b>4</b>	<input type="checkbox"/>	<b>Inconsistent</b>	<i>Inconsistently achieves expected performance level, needs improvement.</i>
<b>5</b>	<input type="checkbox"/>	<b>Unsatisfactory *</b>	<i>Rarely achieves expected performance level, requires significant and immediate corrective action.</i>

\*Note: An assessment of unsatisfactory performance in the annual review must be made in accordance with the provisions of the Enterprise Agreement relating to unsatisfactory performance.

*A copy of the completed evaluation should be retained by both the supervisor and staff member for reference. A copy should also be forwarded to CRDS for the staff member's file.*

**Other Comments & Signatures**

**Supervisor comments & signature:**

<b>Signed:</b>	<b>Date:</b>
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**This section is to be completed by the staff member only:**

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**Staff member comments, acknowledgement and signature:**

I have reviewed this document and discussed the contents with my supervisor. I acknowledge that I have been advised of my performance evaluation, which does not necessarily imply that I agree with the evaluation.

<b>Comments:</b>	
<b>Signed:</b>	<b>Date:</b>

*A copy of the completed evaluation should be retained by both the supervisor and staff member for reference. A copy should also be forwarded to CRDS for the staff member's file.*