

***Career and performance development***

***Overview***

This policy provides guidance on career and performance development processes for Association employees.

***Scope***

This Policy applies across all student Associations.

**“Associations” refers** to ANUSA, PARSA & ANUSM.

***Policy Statement***

The Associations value the contribution of employees to the achievement of Association goals and aims to provide an environment that nurtures and supports employees, enabling them to optimise their contribution to the Associations.

This policy should be read in conjunction with the Associations Incremental Progression policy

***The Principles***

The key principles of the Association’s career and performance development (CPD) Framework are to foster a performance culture by:

* linking organisational efforts to corporate outcomes;
* identifying, measuring and improving performance against corporate goals;
* ensuring employees have a shared understanding of what needs to be achieved;
* providing a mechanism to facilitate communication and feedback on performance;
* identifying and meeting development and career planning needs of employees; and
* recognising achievement in order to reward and retain employees

The CPD Framework provides the basis for managing the performance of its employees. It also enables employees to understand the goals of the organisation and see how their work contributes to the achievement of these goals.

The term “Supervisor” means the PARSA General Manager and ANUSA Office Manager. The Presidents of ANUSA and PARSA and the Editor in Chief of ANUSM are the supervisors of those employees who report directly to them.

***Procedures***

The CPD process normally takes place over a 12 month period and consists of three main stages:

* setting of expectations, which includes discussing and establishing the employee’s role and responsibilities and career goals in order to set expectations and establish resource requirements for the coming year, and develop a career development plan,
* Progress Review, including providing the employee with feedback and holding a formal mid-term progress review, self-reflection, end of employment term assessment, and performance rating.
* Final Review, where the supervisor and employee meet to discuss and review the overall progress and achievements of the employee over the CPD cycle.

It is expected that regular, constructive feedback be provided to employees between formal assessments.

November/December

Develop CPD Agreement

***Ongoing***

***Feedback***

June/July

Conduct a mid-cycle feedback review

November

Conduct an end-of-cycle feedback review

***Review of role/responsibilities***

At the beginning of each CPD cycle the employee and the supervisor will meet to ensure there is a clear understanding of present roles and responsibilities of the position and that the current position description adequately outlines these. Where necessary the position description will be reviewed and updated.

**Defining expectations**

The supervisor will meet with the employee to discuss and identify expectations and development goals for the coming year that reflect:

* their key accountabilities and goals (expectations) for the review period. These would normally be drawn from the area's annual operational work plan,
* key skills and attributes necessary for employees to achieve success in their position and, where appropriate, future career progression, and
* identified career and development actions to assist the employees achieve personal excellence, maximise their contribution to the Association and, where possible achieve career aspirations.

These discussions are to be summarised using Part A of the Statement of Expectations form.

Expectations describe the tasks and outcomes to be achieved by the employee as a result of carrying out prescribed roles and responsibilities. These will include the manner in which work is undertaken to ensure consistency with the Code of Conduct.

**Review of progress and achievements**

At the mid-term of the CPD cycle the supervisor will meet with the employee to review progress and achievement. These review discussions are an opportunity to provide feedback, support, direction and encouragement in relation to the progress and achievement of the employee’s expectations and development plan.

The review also provides the opportunity for the supervisor and employee to discuss general work issues, including workload, and the operations of the area that affect an individual's contribution.

A summary of the progress review discussion should be recorded in Part B - Progress Review, Section 1 of the Statement of Expectations form.

An end of cycle assessment will be held at the end of the designated CPD period, which is usually a 12-month period. The employee should reflect on their experiences at work over the CPD period, the supervisor and employee should then meet to discuss and review the overall progress and achievements of the employee, identify any critical factors which may have impacted on progress/outcomes and identify an overall performance rating for the employee over the review period.

A summary of the self-reflection, outcome discussion and overall performance rating should be recorded in Part B - Progress Review, Sections 2 and 3 of the Statement of Expectations form.

In cases where development is required or progress and achievement is unsatisfactory, action to address possible underperformance or misconduct should be taken at the earliest time possible. Once such issues are identified, such action should not be delayed until a formal review.

***Performance ratings***

The following ratings are used in the Career and Performance Development Process.

**Outstanding**

Where an employee’s performance consistently exceeds expectations the supervisor may consider and ifapplicable recommend to the President/Editor in Chief:

* an accelerated increment (if available),
* a responsibility loading, or
* confirmation of probation (if applicable).

**Meets All Expectations**

Where an employee’s performance usually meets, and may exceed some, expectations the supervisor should acknowledge this. The supervisor may consider the following and, if applicable, recommend to the President/Editor in Chief:

* incremental progression (if available) on next anniversary, or
* confirmation of probation (if applicable).

**Meets Most Expectations**

Where an employee’s performance meets, but does not consistently meet, expectations - further development is needed. The supervisor will assist the employee to address identified improvement areas through feedback and coaching and their career development plan.

**Expectations not achieved**

The employee’s performance is considered unsatisfactory and action is being taken under the managing underperformance procedures. This rating will be applied where:

* the employee’s outcomes and/or behaviour frequently do not meet expectation and/or expectations are not achieved and/or are considered unsatisfactory,
* frequent direction/coaching and/or extensive development is required, or
* the employee does not apply core skills and attributes in a manner consistent with the ANU values. Where an employee is assessed by the supervisor as "Expectations Not Achieved", it is likely that the supervisor will or has commenced formal discussions with the employee, which may lead to action in accordance with the Underperformance and misconduct policy and the Underperformance Procedures.

***Disputes***

If a supervisor and an employee cannot agree on the proposed Statement of Expectations the employee may seek a review of the expectations by the President/Editor in Chief or in the case of where the employee reports directly to the President/Editor in Chief they may request that an alternative President/Editor in Chief together with a member of the association executive (noting gender balance) review the matter.

The President/Editor in Chief may confirm the Statement of Expectations after considering the relevant Work Level Standards for the position and level of assigned duties.

***Storage of forms***

The Statement of Expectations form is **Staff-in-Confidence** and the information contained may only be used in matters that are relevant to the staff member's employment within the Association.

The original of the statement of expectations and any other related material will be held by the President/Editor in Chief.

**Reference:** Enterprise Agreement Clause 16.3

  

**Employee Statement of Expectations**

Period: / / - / /

|  |  |  |  |
| --- | --- | --- | --- |
| **Full Name** |  | **Association** |  |
| **Position** |  | **Fulltime/Part Time** |  |

**Part A – Setting of Expectations**

**Section 1 – Specify Outcomes**

Specify the agreed upon outcomes to be achieved for the review period and measures that will demonstrate your success*.*

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|  |
|  |
| **Employee/supervisor comments (optional):** |

**Section 2 – Career Development Plan**

This section encourages you to think about how your career is progressing, consider your career aspirations and identify ways in which these may be supported over the review period.

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| --- |
| **Talents or Strengths**  What do you and your supervisor consider your talents/strengths are? How might they be better utilised, better recognised and/or developed further? |
|  |
| **Career Goals**  Consider your career aspirations and goals. *(determine the goals you will need to accomplish in order to achieve your aspirations)* |
|  |
| **Development Needs and Opportunities**  What development do you need to improve your performance and/or advance your career? |
|  |
| **Actions**  What development actions have you and your supervisor agreed to allow you to meet your current role and agreed career development? |
|  |

**Section 3 – Resources and Support**

Through discussion with your supervisor, identify and agree upon what resources and support the Association can provide to assist you to achieve your career and performance development goals?

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|  |

**SIGNATURES:**

**Employee: Date:**

**Supervisor: Date:**

**Part B – Progress Review**

**Section 1 – Mid-term Progress**

Provide comment on the employee’s progress toward achieving the set expectations and development goals in Part A

|  |  |
| --- | --- |
| **Mid-term review outcomes** | |
| **Expectations** | **Outcomes / Progress** |
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|  |  |
|  |  |
|  |  |

**SIGNATURES:**

**Employee: Date:**

**Supervisor: Date:**

**Section 2 – End of Cycle Assessment**

**Self-reflection** This is an opportunity to reflect upon your experiences at work over the review period. You might like to consider what has been most rewarding and most difficult?

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| --- |
| **What do you consider to be your key achievements during this review period? What has and has not worked well and what have you learned from these experiences?** |
|  |
| **What development activities have you participated in which have assisted with the achievement of your objectives or an improvement in your performance?** |
|  |

**Outcomes**

|  |  |
| --- | --- |
| **Expectations** | **Outcomes Progress** |
|  |  |
| 2. |  |
| 3. |  |
| 4. |  |

**Section 3 – Performance Rating**

Consider the employee’s performance over the review period, taking into account all factors which may have affected performance and whether or not the staff member successfully achieved the agreed outcomes for the review period.

|  |  |  |
| --- | --- | --- |
|  | **Outstanding** | **Performance consistently exceeds expectations.**  The supervisor will consider and if applicable recommend to the President/Editor in Chief:  Accelerated increment  Responsibility loading  Confirmation of probation (if applicable) |
|  | **Meets all expectations** | **Performance usually meets, and may exceed some, expectations.**  The supervisor will consider the following and if applicable recommend to the President/Editor in Chief:  Incremental movement (if available) on next anniversary  Confirmation of probation (if applicable) |
|  | **Meets most expectations** | **Performance often meets, but does not consistently meet, expectations – further development needed.** |
|  | **Expectations not achieved** | **Performance is considered unsatisfactory and action is being taken under the managing underperformance procedure.** |
| **Employee/supervisor comments (optional)** | | |

**SIGNATURES:**

**Employee: Date:**

**Supervisor: Date:**