



POLICY

Policy Title: Management for Performance System (MPS)

Policy Owner: Deputy Vice-Chancellor (Academic)

Keywords: 1) Management 2) Performance 3) Staff 4) Performance Review

Policy Code: PL166 [hr129]

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1. INTENT

The University is committed to strengthening organisational capabilities and building a strong performance culture through effective performance planning and review, professional development, training and career management, to achieve its strategic priorities.

Performance planning and reviews provides staff with the opportunity to reach their potential through actively identifying and achieving professional and personal goals, which align with University priorities and other relevant planning frameworks.

2. ORGANISATIONAL SCOPE

All ECU staff. Casual staff may be required to participate in the process.

3. DEFINITIONS

| TERM | DEFINITION |
|---|---|
| My Work Plan | A structured, individualised approach to managing performance and developing capability in the University. The Plan is designed to allow supervisors and staff to create simple but meaningful performance plans and to review the achievement of objectives and targets. |
| Planning Frameworks | May include the University's Strategic Priorities, Functional, Operational and team plans. |
| Planning | An activity undertaken by the supervisor and the staff member to identify work objectives, performance targets, development opportunities and career aspirations, followed by a formal discussion referring to the 'My Work Plan' and the University's planning frameworks with the supervisor. |
| Reviewing | An interactive and meaningful meeting held between the supervisor and staff member specifically to discuss the achievement of outcomes and progress against the 'My Work Plan'. |
| Role Based Development Framework (RBDF) | A training and development initiative that ensures that all staff are provided with learning modules that are best targeted to their roles. |
| Supervisor | The person with line management responsibility for the staff member. |
| Senior Staff Performance Payment Scheme (SSPPS) | Eligible senior staff may participate in this annual scheme, using the SSPPS My Work Plan. |

4. POLICY CONTENT

4.1 General

- 4.1.1 Every staff member will have a supervisor for the purpose of management for performance as identified by the Head of Faculty/ Centre and in accordance with HR Delegations.
- 4.1.2 All staff are expected to participate in at least one formal planning and review meeting with the line supervisor each year.
- 4.1.3 The principles of equity and natural justice will be considered and applied by supervisors when conducting performance planning and review meetings.
- 4.1.4 Work objectives and strategies/ outcomes are 'SMART' (specific, measureable, achievable, realistic and timely) and should be clearly aligned with ECU's strategic priorities, and relevant planning frameworks, in addition to an individual's goals.
- 4.1.5 Staff are encouraged to use relevant University frameworks and/or supporting material to assist in this process (e.g. Position descriptions, Academic Staff Performance Expectations and Outcomes (ASPEO) Framework, Role-Based Development Framework (RBDF) and the ECU Excellence Framework).

- 4.1.6 All staff performance outcomes will be assessed and rated against the agreed work objectives according to the specified rating scale.
- 4.1.7 All staff are encouraged to incorporate an international outlook into how they approach day-to-day work. Academic staff should consider internationalisation in all areas of academic work and Professional staff should consider their supportive role in contributing to this.
- 4.1.8 It is expected that informal discussions will occur between the staff member and supervisor to discuss performance to date, and where required, realign work objectives to reflect the changing work environment, and to ensure these meet Faculty/ Centres' operational targets, and where necessary, identify gaps for improvement.

4.2 Timeframes

- 4.2.1 Performance planning and review meetings will occur annually during the period 1 November through to 28 February the following year.
- 4.2.2 Supervisors are encouraged to start the performance planning discussions at the time when a new staff member commences with the University, as part of Probation.

| Timeline | Action |
|--|--|
| November– February | <ul style="list-style-type: none"> • Formal review of achievements and progress against the agreed work objectives. Set objectives for the forthcoming year. • Agree on professional development activities. |
| By end of March | <ul style="list-style-type: none"> • 'My Work Plans' agreed and approved for the forthcoming year. |
| Throughout the remainder of the review period, i.e. March to October | <ul style="list-style-type: none"> • Informal review of objectives and progress to date. • Opportunity to refine and update work objectives reflecting changing work environment. |
| All year round | <ul style="list-style-type: none"> • MPS training (modular or tailored) is available for all staff and supervisors through the Centre for Learning and Development. |

4.3 Managing Unsatisfactory Performance

- 4.3.1 If an employee's performance is deemed to be unsatisfactory, refer to the ECU Academic and Professional Staff Union Collective Agreement 2013 for Unsatisfactory Performance.

4.4 Documentation

- 4.4.1 Supervisors are to request a University MPS file for each staff member. The matters considered during the planning and review meetings will be formally documented on the designated form.
- 4.4.2 Both parties will sign the Plan with the original being placed on the staff member's MPS file and stored securely by the supervisor in accordance with ECU's Record Management Policy. A copy of the signed Plan will be provided to the staff member.
- 4.4.3 Records will be retained and disposed in accordance with the General Disposal Authority for Human Resource Management Records. The disposal authority stipulates that performance appraisal documentation is a temporary record that can be destroyed 5 years after action is complete. "Action complete" is determined when a person is no longer a member of staff at

ECU. Records must not be destroyed without prior approval from the Director, HRSC and Manager, Records and Archives Management Services.

5. ACCOUNTABILITIES AND RESPONSIBILITIES

In relation to this policy, the following positions are responsible for the following:

Policy Owner

The Deputy Vice-Chancellor (Academic) has overall responsibility for the content of this policy and its operation in ECU.

Heads of Faculty/ Centre

The Heads of Faculty/ Centre will be responsible for ensuring the process is conducted and finalised by the end of each review period.

Staff

Staff are required to comply with the content of this policy and to seek guidance in the event of uncertainty as to its application.

6. RELATED DOCUMENTS:

6.1 The policy is supported by the following:

- Academic and Professional Staff Union Collective Agreement 2013;
- Academic Staff Performance Expectations and Outcomes ([ASPEO](#)) Framework;
- ECU's [Strategic Priorities](#): Engaging Minds, Engaging Communities: Towards 2020;
- ECU's [Functional Plans](#);
- ECU's [Excellence Framework](#);
- [My Work Plan](#) template;
- [My Research Plan](#) template;
- Position Description – Professional Staff only;
- Role-Based Development Framework ([RBDF](#));
- Senior Staff Performance Payment Scheme ([SSPPS](#)) Policy;
- [Probation Policy](#);
- [Record Management Policy](#);
- Guidelines for the Management and Record Keeping of the My Work Plan.

7. CONTACT INFORMATION

For queries relating to this document please contact:

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| Policy Owner | Deputy Vice-Chancellor (Academic) |
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8. APPROVAL HISTORY

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|-----------------------------|-------------------------------------|
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