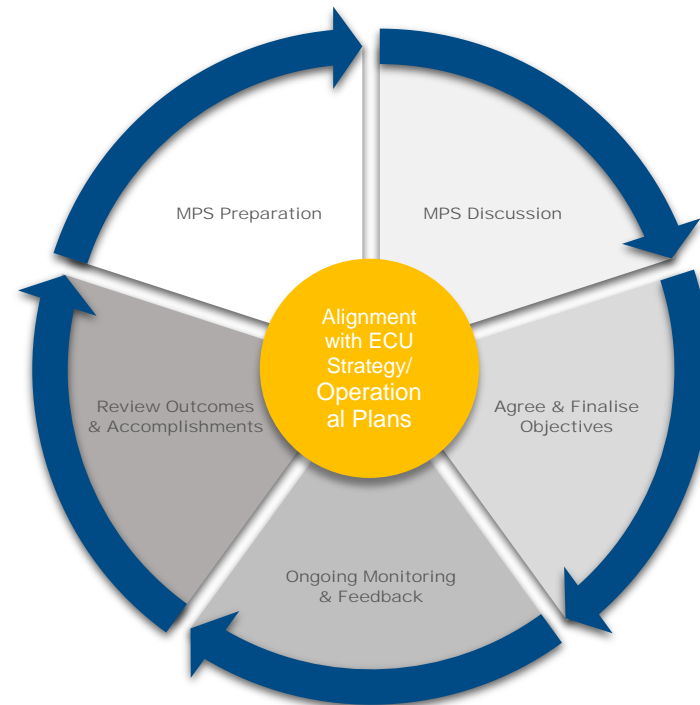# Guide to Management for Performance System

Purpose of the Guide

This guide provides an overview of the Management for Performance System (**MPS**) outlining the core principles and detailing roles and responsibilities. In addition, information is provided on the key activities undertaken at each step of the MPS cycle and how these integrate with the online Review and Development Plan (**RDP**) which is used to capture agreed objectives, career plans / aspirations, and learning and development plans.

Support and specific guidance on the MPS process and associated discussions are provided by the HR Services Centre with HR Business Partners being the first point of contact.

System queries concerning the online RDP in Staff Kiosk (e.g. access, viewing direct reports) should be directed to Payroll Services within the Finance and Business Services Centre.

Glossary of Terms

HRBP – HR Business Partner

HRSC – Human Resources Services Centre

RDP – Review and Development Plan (previously known as My Work Plan)

Line Manager – includes Managers, Supervisors and those with responsibility for reviewing other team members' performance.

MPS – Management for Performance System

Appendix A - **Quick Systems User Guide**

Appendix B - Reviewing My Performance – End of Year Review

Management for Performance System (MPS)

MPS supports the University's goal to strengthen our leadership capacity and build a high performance culture. The ECU Strategic Plan 2017 – 2021 World Ready outlines the strategic direction to build on past achievements and continue to grow ECU's reputation as a university. These strategic goals and objectives provide the context and organisational outcomes for each School/Centre's operational plans which in turn provides staff with an opportunity to align their individual and team performance with the desired outcomes of the University.

Core Objectives of the Management for Performance System

- To provide clarity on roles and responsibilities;
- To ensure an individual staff member's work objectives are aligned with ECU's strategic and operational priorities/position description;
- To identify and agree individual work priorities for the year ahead;
- To identify and agree on relevant training and development needs and opportunities;
- To support career planning and development;
- To encourage and facilitate an active partnership and ongoing feedback and coaching between an individual and their line manager;
- To provide recognition, constructive feedback, and support for individual staff members; and
- To encourage a positive performance culture with individual staff members and line managers actively considering health and wellbeing.

Other Management Processes
The MPS process is foundational to provide the information that:
- Enables line managers to plan for and communicate work priorities in a structured way with individuals and teams;
- Provides the basis for evaluative decisions concerning probation, incremental progression, talent management and succession planning; and
- Provides the basis for performance improvement and managing unsatisfactory performance.

ROLES AND RESPONSIBILITIES			
INDIVIDUAL	**LINE MANAGER**	**WORK / ACADEMIC TEAM**	**DIRECTOR / EXECUTIVE DEAN**
Gains a clear understanding of what is expected.	Has an expected means of communication to minimise surprises for staff and maximise collaboration and contribution.	Each team member understands how their performance supports the responsibilities of the whole team. Team members have clarity about what outcomes are expected from each other.	Sets the culture for managing performance. Establish the key work priorities and targets for the School/Centre that cascades down to all staff within the work area.

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| **MPS Preparation** | **MPS Discussion** | **Agree & finalise objectives** | **Ongoing monitoring & feedback** | **Review outcomes & accomplishments** |

To make sure MPS is a productive two-way discussion, it is important to take the time to develop an understanding of the individual staff member's role and its contribution to the School/Centre, operational plans and ECU's strategic plan. Reviewing the various components of the RDP before an MPS Discussion assists to build this understanding.

Whilst not essential, individuals can start populating their online RDP (in Staff Kiosk). A PDF version can be created and emailed to the line manager prior to the MPS Discussion.

Objectives	Review objectives from previous performance cycles and the degree to which these were accomplished. Review School's/ Centre's operational plan and identify possible objectives for the coming year. Use the SMART principle (Specific – Measurable – Achievable – Relevant – Timely) to develop these.
Career Planning & Aspirations	For the individual, this is an opportunity to identify career plans and aspirations to support desired career progression. For Academics, review ASPEO if planning to seek Academic staff promotion in the next two to three years as well as your individual performance development report.
	As a line manager, consider the individual's current capabilities and whether career plans can be supported through any future opportunities.
Qualifications & Training	Review the prepopulated information in the online RDP plan in Staff Kiosk. Any new qualifications can be updated through Staff Kiosk using the normal process. Keep a note of any external professional development activities undertaken which are not captured. Give consideration as to what training activities may be required in the coming year.
Learning & Development	Identify possible learning and development activities for the coming period. Review available internal courses that will relate to the identified development activity or consider any external courses which may support these goals.
	Line Manager's may also consider how an individual's learning and development plans can further enhance School/Centre activities.
Organisational Values	Reflect on ECU's organisational values and what behaviours demonstrate these. Feedback by the individual staff member and the line manager will occur at 'Review outcomes and accomplishments' step.
Agreements	All ECU employees have specific workplace responsibilities as a member of the broader ECU Community. MPS preparation provides an opportune time to review these and identify any refresher training needed. For those with supervisory responsibilities, this is essential for compliance with certain legislative requirements (e.g. Occupational Health and Safety). If you have an excess leave balance, you will need to develop a leave plan for clearing this leave.
YOU MAY WANT TO REVIEW:	

- ECU Strategic Plan 2017-2021 World Ready
- Academic Staff Performance Expectations and Outcomes (ASPEO)
- Previous RDPs

- School/Centre's Operational Plan
- Relevant Position Description
- Current/Past Research Plan (for Academics)

MPS Preparation	**MPS Discussion**	Agree & finalise objectives	Ongoing monitoring & feedback	Review outcomes & accomplishments

MPS Discussions are considered confidential and should be held in a supportive environment free from distractions and interruptions. Whilst past performance will be reviewed and discussed, at this stage, around 80% of the time should be focussed on future objectives and development plans. This is an opportunity to:

- provide positive and constructive feedback or reflections about achievements and performance (based on supporting evidence and documents collected by both the individual and the line manager);
- reach a shared understanding of the School/Centre's expected performance and behaviour standards relevant to the individual's role; and
- discuss whether or not proposed objectives and development plans are achievable, appropriate to the position's classification level, and relevant to the needs/priorities of the School/Centre.

Line Managers should set out what will be discussed prior to arranging MPS discussions with each of their team members. This enables individuals to come to the meeting prepared, having considered their role in relation to the School/Centre's key priorities and aligning potential objectives with these.

Objectives	**Academics**
	- Identify and discuss key objectives across learning and teaching, research and research training and university service relevant to academic level and the School's operational plan. Using the SMART principle (Specific – Measurable – Achievable – Relevant – Timely) will assist to determine what is feasible for the coming performance period.
	- Consider any implications for workload allocations (current and proposed).
	Professional Staff
	- Identify and discuss **3-5 key work objectives** relevant to the position and the School/Centre's operational plan. Ensure the SMART principle (Specific – Measurable – Achievable – Relevant – Timely) has been used.
	- Aim to include one or two which are ambitious and provide an opportunity to 'stretch' performance.
	Academic Leaders
	- Separately identify objectives relevant to leadership role and those connected with academic role (i.e. teaching and/or research).
	All Staff
	- Agree on what the expected outcomes and appropriate measures/metrics will be for each objective.
	- Consider how frequently progress will need to be reviewed (e.g. quarterly, six monthly etc.) to support achievement.
	- Agree if a rating element is to be included in the monitoring and review stages.

Career Planning & Aspirations	Discuss the individual's desired future career plans and aspirations and how well these can be supported through possible learning and development actions. Spend time identifying any actions the individual needs to make progress towards achieving these, any potential barriers/blockages, and what support may be available from the School/Centre (short- and long-term).
Qualifications & Training	Together review the individual staff member's training history including activities associated with health and wellness as well as personal excellence. Identify any additional/external training and development also completed. Take time to reflect on how skills/knowledge/capabilities acquired can be applied in the individual's position to consolidate learning. Any new qualifications acquired or being undertaken should also be discussed.
Learning & Development	Learning and development plans should consider whether additional skills/knowledge/capabilities need to be developed to support achievement of objectives and/or career plans and aspirations. Focus should be on quality, targeted development and not volume. If workload doesn't allow for the required development to be undertaken, discuss what arrangements need to be put in place so this can occur, particularly if required to achieve proposed objectives.
Organisational Values	An opportunity to discuss how the individual reflects ECU's values in approaching their role. If any difference in perceptions exist, line managers need to clarify the behaviours associated with these.
Agreements	All ECU employees have specific workplace responsibilities as a member of the broader ECU Community. This is an opportune time to review these and identify if any compliance training needs to be accommodated in the next 12 months. For those with supervisory responsibilities, this is essential for compliance with certain legislative requirements (e.g. Occupational Health and Safety). Any excess leave balances should be discussed and plans for clearing the leave agreed.
YOU MAY WANT TO REVIEW:	

▪ ECU Strategic Plan 2017-2021 World Ready	▪ School/Centre's Operational Plan
▪ Academic Staff Performance Expectations and Outcomes (ASPEO)	▪ Relevant Position Description
▪ Previous RDPs	▪ Current/Past Research Plan (for Academics)

At the end of the MPS Discussion, the individual and the line manager will have a shared understanding of:

☐ the objectives and expected outcomes for the coming performance period,

☐ how performance/accomplishment will be measured,

☐ frequency of progress reviews, and

☐ any development plans necessary to support achievement.

It's important to agree on follow-up actions, milestones and dates and record in the online RDP.

MPS Preparation	MPS Discussion	**Agree & finalise objectives**	Ongoing monitoring & feedback	Review outcomes & accomplishments

It is important to document the agreed objectives and development plans in the RDP as soon as possible after the MPS discussion is held. These are the basis for any agreed progress reviews throughout the year as well as the 'End of Year Review of Outcomes and Accomplishments'.

INDIVIDUAL

- Enter the following into the Review and Development Plan (RDP) online via Staff Kiosk:
  - Agreed objectives using the SMART principles (Specific – Measurable – Achievable – Relevant – Timely);
  - Career Planning and Aspirations; and
  - Agreed learning and development plans (incl. booking any internal courses).

- Review your workplace responsibilities and acknowledge under 'Agreements'. Enter any agreed plans for clearing excess leave balances (these will still need to be entered via the normal leave booking process in Staff Kiosk).

- Submit online for your manager/supervisor to review and accept (refer to the MPS Online User Guide if you need to amend after submitting). **Once your line manager has accepted the RDP, you will be notified by email to 'accept' the agreed RDP plan. This is required to generate RDP progress reviews**.

- Set up any progress review meetings agreed in the MPS Discussion.

A hardcopy of your RDP can be downloaded from Staff Kiosk, if desired.

LINE MANAGER

- When you receive email notification that a team member has submitted their RDP, log into Staff Kiosk and review the following:
  - Agreed objectives using the SMART principles (Specific – Measurable – Achievable – Relevant – Timely);
  - Career Planning and Aspirations;
  - Agreed learning and development plans;
  - Acknowledgement of the staff member's workplace responsibilities; and
  - Any leave plans to clear excess leave.

- If any amendments are required, discuss with the individual staff member (who will need to make any agreed changes) before making any request via Staff Kiosk (refer to the MPS Online User Guide).

- Where all objectives and development plans are as agreed, click 'Accepted' where indicated. The individual will receive an email notification when you have accepted their agreed RDP Plan. They will need to 'accept' the agreed RDP plan to generate RDP reviews.

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MPS Preparation	MPS Discussion	Agree & finalise objectives	**Ongoing monitoring & feedback**	Review outcomes & accomplishments

It is important to capture any key achievements and evidence of performance throughout the MPS cycle to inform the 'End of Year Review'. Progress review meetings provide an opportunity to do this as well as enabling ongoing two-way feedback and coaching between the line manager and the individual. Consider:

- what progress or outcomes have been achieved for each work objective agreed in the RDP);
- what blockages, issues and/or problems (if any) have affected progress towards objectives;
- any new opportunities or changes in direction that have arisen and whether amendments need to be made to the RDP to reflect this;
- whether a shift in the timeframe or priority of an objective is needed, based on progress achieved to date; and
- what progress has been made towards agreed learning and development plans and if any changes are needed.

The agreed RDP provides the basis for discussions, feedback and coaching in any progress review meeting. The frequency of these is dependent on the milestones for each objective and what was agreed in the initial MPS Discussion.

INDIVIDUAL

- Review your RDP plan agreed to after the initial MPS Discussion meeting.
- Reflect on progress/achievement of agreed work objectives– what is working well, what has impeded progress, where is additional support required.
- Reflect on learning and development objectives – what have you achieved, what opportunities are available in the workplace to imbed learning, and any additional support required.
- Identify examples of performance and progress/achievement of objectives.
- Prepare to provide any feedback to your supervisor
- A progress RDP review in Staff Kiosk can be used to capture your reflections on the above (refer to the MPS Online User Guide).

LINE MANAGER

- Review the team member's RDP plan agreed to after the initial MPS Discussion meeting.
- Establish performance data sources and collect/collate evidence of performance during the period under review.
- Identify staff member's progress/achievement of agreed objectives.
- Identify areas for development and/or improvement that need to be addressed.
- Prepare to provide feedback and coaching on progress/achievement of objectives yet to be accomplished.
- A progress RDP review in Staff Kiosk can be used to capture your feedback throughout the MPS cycle (refer to the MPS Online User Guide).

MPS Preparation	MPS Discussion	Agree & finalise objectives	Monitor objectives through Year	**Review outcomes & accomplishments**

The End of Year review involves the individual and the line manager meeting to discuss the individual's performance against the agreed RDP plan in terms of achievements, professional development and evidence for the MPS Cycle being completed. Preparation for this meeting is comparable to any progress review meeting held throughout the year with evidence capturing to what extent the agreed work objectives were achieved.

Where it has been agreed to use a 'rating' element, the individual and the line manager can now independently assess and rate performance outcomes against each work objective prior to the final review meeting. In all cases the individual will enter their own assessment with supporting comments into the RDP via Staff Kiosk beforehand. Consider the extent the objectives and measures were achieved or exceeded using the table in **Appendix B : Reviewing My Performance**.

An overall performance assessment will also occur and is based solely on the achievement of the agreed objectives and documented in the RDP. In addition, the individual and the line manager will also provide comments on how the individual's behaviours are consistent with ECU's values.

Objectives	End of year self-assessments are written by the individual to summarise performance over the last 12 months with supporting comments. Following a final review discussion, the line manager will complete their assessment on the achievement of the work objectives agreed and documented in the RDP along with supporting comments. Agreement on whether ratings are to be applied to each objective will depend on what was agreed in the initial MPS Discussion.
Career Planning & Aspirations	Reflect on how accomplishments through the performance period have supported the individual's desired future career plans and aspirations. Where career plans are not progressing as desired, revisit potential barriers/blockages and identify potential solutions for the next MPS Cycle.
Qualification & Training	Together review the individual's updated training history. Identify any additional external training and development completed that is not captured. Any new qualifications acquired or being undertaken should also be discussed.
Learning & Development	Take time to reflect on progress made with learning and development plans. Consider whether skills/knowledge/capabilities acquired have resulted in intended outcomes and been able to be applied in the performance period. If progress has not been made, discuss available opportunities within the work environment that will provide practice of required skills.
Organisational Values	The individual should comment in the online RDP on how they reflect ECU's values in their approach to their role for discussion in the final review meeting. Line managers should simply note whether they have discussed the comments provided in the staff member's RDP after the final review meeting has been held.
Agreements	Review workplace responsibilities. Line Manager should raise any concerns they may have with the individual , providing evidence to support concerns.

Line managers are able to recognise exemplary performance or achievements through a number of mechanisms. Based on the achievement, rewards may include supporting attendance at relevant conferences, enrolling and participating in professional development activities or receiving local rewards such as movie passes (at the discretion of individual School/Centres). The *Guide to Allowances and Recognition Payments* provides guidance on monetary recognition and should be discussed with the relevant HR Business Partner when being considered.
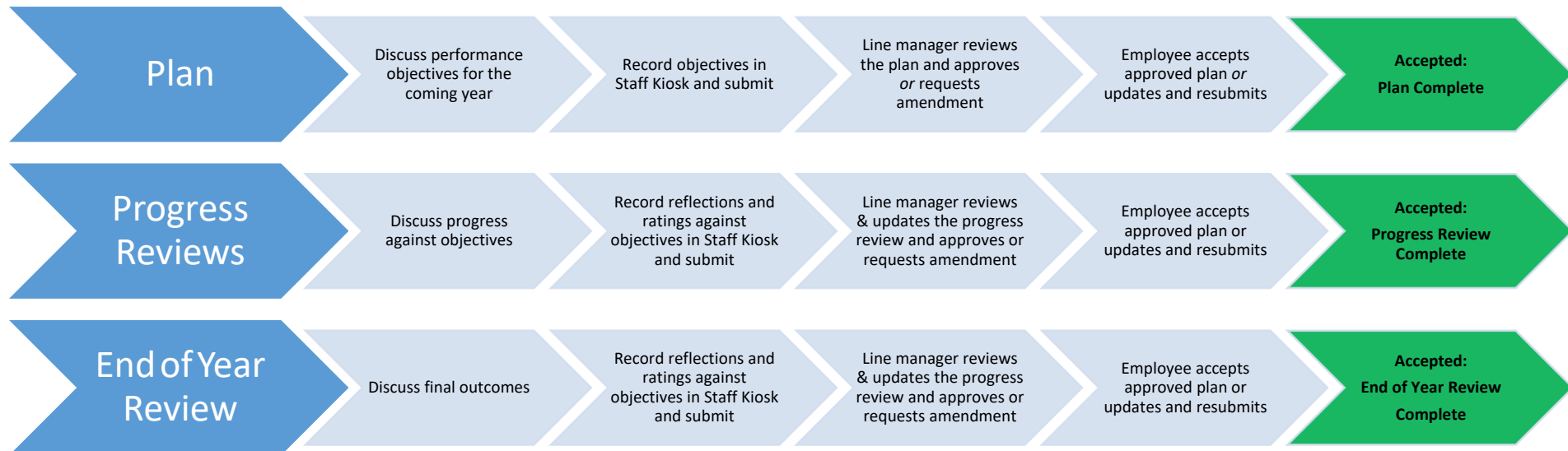
Appendix A – Quick Systems User Guide

Please use Firefox (browser) and ensure you have turned off pop-up blockers

Access your Review and Development Plan in Staff Kiosk
My HR > Management for Performance > Review & Development Plan > Plans or Reviews

Managers - action and view your Team Review & Development Plans
My Team > Team Management for Performance > Team Plans or Reviews

Plan	Discuss performance objectives for the coming year	Record objectives in Staff Kiosk and submit	Line manager reviews the plan and approves *or* requests amendment	Employee accepts approved plan *or* updates and resubmits	**Accepted: Plan Complete**
Progress Reviews	Discuss progress against objectives	Record reflections and ratings against objectives in Staff Kiosk and submit	Line manager reviews & updates the progress review and approves or requests amendment	Employee accepts approved plan or updates and resubmits	**Accepted: Progress Review Complete**
End of Year Review	Discuss final outcomes	Record reflections and ratings against objectives in Staff Kiosk and submit	Line manager reviews & updates the progress review and approves or requests amendment	Employee accepts approved plan or updates and resubmits	**Accepted: End of Year Review Complete**

Appendix B : Reviewing My Performance – End of Year Review

Use the tables below to assess the performance in relation to the objectives that were identified, planned and agreed.

Performance Rating	Staff Member / Supervisor Assessment
Above Expectations	Performance consistently exceeds expectation and is at a higher level than expected. The consistently high standard has earned recognition by others internal and/or external to the University. The level of performance has significantly improved a University process or outcome.
Achieved	Performance consistently delivered all of the agreed work objectives and operating at the expected level, aligned with the relevant University plans.
Partly Achieved	Performance (in most areas) met the requirements of the work objectives and only operating partially at the expected level. Some capability development required.
Not Achieved (0-50%)	Performance and/or behaviour fell short of the required standard and not operating at the expected level. Capability development required.
Not Applicable	There has not been enough time (or other factors) to assess the level of performance.
Opt Not To Rate	Agreement reached to opt out of rating of one or more objectives