Preparing for the Progress Review

The formal review and progress review discussions should complement, but not replace, regular timely and constructive feedback and discussion between the supervisor and the staff member about the staff member's progress in meeting defined expectations, resource requirements and development goals.

The supervisor and employee should schedule a formal, dedicated time to discuss and review the employee’s performance during the mid and end of term review periods, which is documented in the employee’s Statement of Expectations.

Prior to the meeting, both parties should review the SoE and performance expectations. Supervisor and employee should pre-prepare and gather any material for the review. This can include:

- Identifying the work achievements
- Bringing any evidence that supports and demonstrates performance
- Identifying any obstacles to the achievement of expectations
- Reviewing the development activities that have been undertaken by the employee
- Identifying development that may be required for the future
- Considering development for skills, knowledge and behaviours

End of Assessment Review - Performance Ratings

Following the end of term assessment an overall performance rating must be recorded for all employees. It is expected that regular, constructive feedback be provided to staff between formal reviews.

The following ratings are used in the Statement of Expectations:

- Outstanding
- Meets All Expectations
- Meets Most Expectations
- Expectations Not Achieved

The following detailed performance descriptors will assist supervisors and employees in determining the appropriate rating.

Outstanding

A rating of Outstanding applies to a staff member who over the appraisal period has met and exceeded most expectations and whose work results are considered excellent. The staff member should have applied skills and attributes in a manner consistent with ANU values. There must be evidence of significant innovation or additional contributions to the work area.

Work at this level is normally demonstrated by the staff member:

- Producing high quality work based on the timeliness, efficiency and accuracy of its completion
- Proactively developing work processes or procedures contributing to the achievement of outcomes
- Delivering work outcomes and results above what could normally be expected at the staff member’s classification level
- Organising and/or completing complex or priority tasks ahead of schedule with little or no supervision or guidance
- Making a valuable contribution towards the success of a team (e.g. by providing significant expertise/guidance and/or leadership to others)
- Displaying high level leadership qualities, particularly in pressure situations, and/or
- Managing a significant project/s through to successful completion (e.g. within a timeframe and/or budget requirements).

Staff members may still be rated at this level where some work over an appraisal cycle does not fully meet the above standards. However, this would occur infrequently and have few, if any, consequences of great significance.

Meets All Expectations

A rating of Meets All Expectations applies to a staff member who over the appraisal period successfully meets, and occasionally exceeds, all outcomes and performance expectations set. The staff member should have applied skills and attributes in a manner consistent with ANU values.
Work at this level is normally demonstrated by the staff member:

- Making a positive and significant contribution towards the success of a team
- Completing tasks accurately and on time, particularly those having high priority and importance
- Demonstrating initiative in developing innovative solutions to work problems
- Taking on extra duties or performing more challenging work when opportunities are available
- Producing high quality work with limited supervision
- Effectively leading others
- Managing a project or task consistent with, for example, timeframe and/or budget requirements.

Staff members may still be rated at this level where some work over an appraisal cycle does not fully meet the above standards. However, this would occur infrequently and have few, if any, consequences of great significance.

**Meets Most Expectations**

A rating of Meets Most Expectations applies to a staff member whose work outcomes, over the appraisal period, do not consistently meet expectations and/or improvements can be made in some areas. More development, regular coaching or direction is required for the staff member to meet expectations. The staff member does not apply some core skills and attributes in a manner consistent with ANU values.

Where outcomes are not fully achieved, deficiencies in work performance are not significant and would normally:

- only require short term action, particularly access to training/development opportunities, in order that the employee can achieve and maintain a higher performance rating, or
- be attributable to a lack of experience at the ANU or in the position or the work area.

**Expectations Not Achieved**

A rating of Expectations Not Achieved applies to a staff member whose performance over the appraisal period has resulted in outcomes and/or behavior that frequently do not meet expectations and/or expectations are not achieved and/or are considered unsatisfactory. Frequent direction/coaching and/or extensive development are required for the staff member to improve. The staff member does not apply core skills and attributes in a manner consistent with ANU values.

Work at this level is normally demonstrated by the staff member:

- requiring close supervision to accomplish allocated tasks
- having difficulty in satisfactorily performing routine tasks
- disregarding appropriate instructions
- making repeated errors or mistakes
- not working effectively as a team member
- not displaying the potential or commitment to improve work performance, and
- displaying work deficiencies requiring a structured and long-term program to lift work performance to an acceptable standard.

For More Help
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