STATEMENT OF EXPECTATIONS – PROGRESS REVIEWS & RATINGS

Overview

The University’s Career and Performance Development Process (CDDP) policy sets out the guiding principles for performance management practices at ANU.

The CPDP process takes place over a 12 month period and consists of two main stages:
- Setting of expectations, which includes discussing and establishing the staff member’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, and
- Progress Review, including providing the staff member with feedback and holding a formal mid-term progress review, self-reflection, end of term assessment, and performance rating.

Further information is available at: http://hr.anu.edu.au/career/career-performance-development

Preparing for the Progress Review

Supervisor and employee should schedule a dedicated time, with notice, to discuss and review the employee’s performance. Progress meetings should be held in an appropriate location.

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

Regular formal and informal feedback conversations are critical to the success of the Career and Performance Development Process. Supervisors should ensure that effective conversations are held regularly, provide constructive feedback and are solution and results focused. There should be no surprises for the employee.

Progress 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 Career and Performance Development Process:
- 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 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.

**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.

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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