

# PERFORMANCE PLANNING AND DEVELOPMENT POLICY 2012

The Vice-Principal (Operations) as delegate of the Senate of the University of Sydney, adopts the following policy.

Dated: 3 September 2012  
Last amended: 8 March 2019  
20 November 2019  
22 September 2023

Signature:

Position: Vice-Principal (Operations)

---

## CONTENTS

<b>Contents</b> .....	<b>1</b>
1 Name of policy .....	1
2 Commencement.....	2
3 Policy is binding .....	2
4 Overview .....	2
5 Application .....	2
6 Definitions .....	2
7 Role of supervisors .....	3
8 Role and appointment of advisors .....	4
9 Setting achievement objectives .....	4
10 Planning and development framework .....	5
11 Performance evaluation during probation.....	6
12 Performance planning and development during confirmation (academic staff only) .....	6
13 Performance planning and development evaluations .....	7
14 Performance improvement and unsatisfactory performance.....	7
15 Performance of duties relative to opportunity .....	8
16 Special Studies Program (academic staff only).....	8
17 Redeployment trial period.....	8
<b>Notes</b> .....	<b>9</b>
<b>Amendment history</b> .....	<b>10</b>

### 1 Name of policy

This is the Performance Planning and Development Policy 2012.

## 2 Commencement

This policy commences on 24 September 2012.

## 3 Policy is binding

Except to the extent that a contrary intention is expressed, this policy binds the University and staff.

## 4 Overview

The purpose of performance planning and development is to provide staff with the opportunity to document their performance achievements and discuss them with their supervisor or advisor. It also enables staff to identify development and career planning objectives, and enables the University to evaluate and manage the performance of staff against expected standards.

## 5 Application

This policy applies to the University and to all staff other than:

- (a) executives for whom the People and Culture Committee determines arrangements for performance planning and development; and
- (b) casual staff, except as provided in clauses 13(3) and 14.

## 6 Definitions

**academic staff planning and development (“AP&D”)**

means the process of performance review, planning and development, and evaluation for academic staff.

**achievement relative to opportunity**

means assessing a staff member’s productivity and achievements relative to their opportunities compared to other staff at an equivalent level. This includes consideration of the impact of factors such as:

- part-time or fractional employment;
- significant parenting or other caring responsibilities;
- clinical responsibilities; or
- disability.

**Note:** refer to the [staff intranet](#) for guidelines on assessing achievement relative to opportunity.

**advisor**

means a person appointed to perform the functions detailed in clause 8 of this policy.



<b>delegate</b>	has the meaning given in the <a href="#">University of Sydney (Delegations of Authority) Rule 2020</a> , which at the date of this policy is:  means any person or entity to whom, or to which, a delegation has been made by Senate.
<b>Enterprise Agreement</b>	means the <a href="#">University of Sydney Enterprise Agreement 2023 - 2026</a> or its replacement.
<b>executive supervisor</b>	means, as appropriate: <ul style="list-style-type: none"><li>• Executive Dean;</li><li>• Dean;</li><li>• Head of School and Dean of a University school;</li><li>• Deputy Executive Dean;</li><li>• Deputy Dean;</li><li>• Deputy Head and Deputy Dean of a University school;</li><li>• Vice-President;</li><li>• Head of Administrative Area</li><li>• Deputy Vice-Chancellor; or</li><li>• Vice-Chancellor.</li></ul>
<b>job profile</b>	means the approved position classification, description and requirements of a position as recorded in the Human Resource Management System.
<b>Joint Consultative Committee</b>	means the committee of that name established in <a href="#">Part N</a> of the <a href="#">University of Sydney Enterprise Agreement 2023 2026</a> .
<b>professional staff planning and development (“PP&amp;D”)</b>	means the process of performance review, planning and development, and evaluation for professional staff.
<b>review period</b>	means the period, no longer than 12 months, during which a staff member’s performance is assessed.
<b>supervisor</b>	means the person referred to as a staff member’s supervisor in their letter of offer, or as otherwise notified to the staff member by the University.

## 7 Role of supervisors

- (1) In accordance with the Enterprise Agreement, a supervisor is responsible, within their accountability area, for managing the overall performance of staff, including:
  - (a) developing agreed performance objectives;
  - (b) developing agreed development objectives aligned but not limited in scope to performance objectives;
  - (c) ensuring planning and development reviews are conducted with staff; and
  - (d) in the case of academic staff, assessing whether expected minimum standards have been met; or

- (e) in the case of professional staff, evaluating and rating performance in accordance with clause 13(2).

## 8 Role and appointment of advisors

- (1) Advisors may be appointed to mentor, coach and assist staff. Advisors will usually be appointed for academic staff, but subject to approval in accordance with sub-clause 8(3), may also be appointed for professional staff.
- (2) An advisor is responsible, in relation to staff for whom they have been appointed advisor, for:
  - (a) Providing guidance to assist the staff member to:
    - (i) achieve and exceed the expected standards of performance;
    - (ii) establish and progress career goals.and
  - (b) conducting planning and development reviews to:
    - (i) discuss and summarise achievements;
    - (ii) assist staff to develop new achievement objectives and development plans.
- (3) Advisors may be appointed by an executive supervisor, Head of School or Head of Administrative Area. A supervisor may nominate a proposed advisor.
- (4) The role of advisor is separate and distinct from that of supervisor. For academic staff it will usually be preferable (although not mandatory) for someone other than the staff member's supervisor to be appointed as their advisor. Any concerns relating to the staff member's performance or conduct are, however, the responsibility of the supervisor

## 9 Setting achievement objectives

- (1) The main purpose of setting achievement objectives is to:
  - (a) define the activities, goals, actions and conduct for which the staff member will be held accountable during a review period; and
  - (b) define how the staff member's achievements will be measured in key achievement areas.
- (2) Key achievement areas for academic and professional staff will support the University's strategic objectives.
- (3) The Chief Human Resources Officer will consult with the Joint Consultative Committee on any changes to key achievement areas.
- (4) For professional staff, each staff member and their supervisor will review the staff member's position description at the beginning of a PP&D review to ensure currency and update it where required.
- (5) Where the duties of a professional staff position have changed significantly, a classification reassessment of the staff member's position should be conducted. Refer to [clauses 158 – 161](#) of the Enterprise Agreement.

**Note:** Refer to the [staff intranet](#) for details of academic and professional staff key achievement areas.

## 10 Planning and development framework

- (1) A planning and development review must be conducted at the end of the review period, which will occur at least, every 12 months. Mid-way through each review period, the supervisor (or advisor where appointed) should meet with the staff member to discuss the staff member's progress.
- (2) The purpose of the planning and development review is to assess the staff member's achievements during the review period, and to prepare achievement objectives and a development plan for the next review period.
- (3) The PP&D review is based on agreed objectives and goals set in relation to professional staff job profiles and recognises that routine work is included in the review. All reviews undertaken are relative to opportunity.
- (4) The PP&D program provides an opportunity to identify staff development needs to support the staff member's career development and to perform their duties successfully.
- (5) For professional staff at HEO 6 and below, the P&D process will include discussions of opportunities available through the Professional Staff Development Fund under [clauses 440 – 450](#) in the Enterprise Agreement.
- (6) For academic staff, participation in the review process is a prerequisite for participation in the Special Studies Program and for promotion.

**Note:** Refer to the [Special Studies Program Policy 2015](#)

- (7) Supervisors must provide staff with adequate time to participate in and complete their AP&D or PP&D review.
- (8) A planning and development review comprises the following steps.
  - (a) The staff member completes a written review (AP&D or PP&D) of their achievements, which reflects on what the staff member set out to achieve at the beginning of the review period against their actual achievements.
  - (b) The written review is provided by the staff member to:
    - (i) the relevant advisor;
    - (ii) the supervisor if an advisor has not been appointed.
  - (c) The staff member meets with the relevant advisor or supervisor (as per (b) above):
    - (i) to discuss and summarise the staff member's achievements during the review period, the factors which influenced those achievements, and development activities undertaken during the review period;
    - (ii) for the advisor or supervisor to provide feedback on the staff member's achievements and conduct;
    - (iii) to develop and document objectives to be achieved in the next review period;
    - (iv) to develop and document an individual career and development plan.
  - (d) Following the meeting the staff member may update and re-submit their written AP&D or PP&D to the relevant advisor or to the supervisor if an advisor has not been appointed.
  - (e) Where an advisor has been appointed, the advisor submits the AP&D or PP&D to the supervisor for their review after the steps in sub-clauses 8(a) to (d) have been completed.



- (f) For academic staff for whom an advisor has not been appointed, the supervisor acts in the role as advisor in this context and submits the AP&D to the supervisor's supervisor after the steps in sub-clauses 8(a) to (d) have been completed.
- (g) Except for staff in the Faculty of Medicine and Health, all staff reviews must be carried out by a supervisor who is a University staff member.
  - (i) In the Faculty of Medicine and Health a supervisor who is an affiliate may carry out staff reviews.
- (h) When the AP&D or PP&D is reviewed, the relevant supervisor:
  - (i) in the case of academic staff, assesses whether expected minimum standards have been met and determines whether there is a case for further investigation and consideration if the staff member is not meeting expected minimum standards; or
  - (ii) in the case of professional staff, assigns an evaluation in accordance with clause 13 of this policy;  
and
  - (iii) either approves the achievement objectives and the development plan for the next review period, or works with the staff member to amend them.
- (9) Planning and development reviews for all academic executive staff (Deans, Heads of School and Deans (University School), Heads of School, Chair of Discipline, Deputy Deans, etc.) will be conducted by the relevant executive supervisor.
- (10) If a staff member fails to complete any of the steps outlined in sub-clauses 8(a), (b) or (c), or if agreement cannot be reached at a planning and development review meeting, the matter will be referred to the executive supervisor in accordance with clause 13(5). In the meantime, their supervisor may assess the staff member's performance and set objectives for them.

## 11 Performance evaluation during probation

- (1) Where a staff member is on probation, there should be a mid-probation review and a further review prior to the end of probation.
- (2) A staff member must meet expected standards of performance and conduct in order to successfully complete probation.

**Note:** For staff to whom the Enterprise Agreement applies, the procedures set out in the [Enterprise Agreement](#) must be followed if performance during probation is unsatisfactory.

## 12 Performance planning and development during confirmation (academic staff only)

- (1) The procedures outlined in clause 10 apply during the confirmation period.
- (2) An academic staff member must meet expected standards of performance and conduct (including any objectives specified in the staff member's letter of appointment or set during the confirmation period) in order to successfully complete confirmation.

**Note:** For staff to whom the Enterprise Agreement applies, the procedures set out in the [Enterprise Agreement](#) must be followed if performance during confirmation is

unsatisfactory or not meeting the objectives as specified in the letter of appointment or set during the confirmation period.

### 13 Performance planning and development evaluations

- (1) Performance planning and development outcomes for academic staff are not normally evaluated, except when a supervisor in reviewing a plan for an academic staff member believes there is evidence to suggest that the staff member is not meeting expected minimum standards, in which case the procedures in clause 14 are followed.
- (2) At the end of each performance planning and development review for professional staff the supervisor will rate the staff member's performance in accordance with the scale below:
  - (a) far exceeded expected objectives
  - (b) exceeded expected objectives
  - (c) met expected objectives
  - (d) met most expected objectives
  - (e) not met expected objectives
- (3) The performance of casual staff:
  - (a) should be evaluated through performance planning and development if:
    - (i) determining their suitability for re-engagement (whether as a casual staff member or otherwise); or
    - (ii) they have been engaged on a regular and systematic basis for 12 months or more;
  - (b) Must be evaluated through performance planning and development if:
    - (i) assessing an application for conversion to continuing, funding contingent continuing or fixed term employment.
    - (ii) unless there is evidence that the casual staff member sought a PP&D review and this was not actioned by the supervisor.
- (4) Agreement between the supervisor and the staff member on the performance planning and development evaluation is not required.
- (5) If the staff member disagrees with the appointment of an advisor, or with an evaluation, they may make a submission to their supervisor, who will consider the submission. If the staff member is not satisfied with the supervisor's decision, the supervisor or staff member may refer the matter to the executive supervisor, whose decision will be final.
- (6) A staff member may seek a review in relation to procedural fairness of a performance assessment under [clause 542](#) of the Enterprise Agreement, or access the Dispute Resolution process under [clause 555](#).

**Note:** Refer to [clause 425](#) in the Enterprise Agreement.

### 14 Performance improvement and unsatisfactory performance

- (1) The provisions of this clause apply to staff (including casuals), other than staff undertaking a period of probation or confirmation.

- (2) If a supervisor has concerns about a staff member's performance or conduct, the matter should be discussed at the time the concerns are identified. Discussions about performance or conduct are not limited to the performance planning and development review meeting.
- (3) If a staff member who is covered by the Enterprise Agreement is failing to perform their duties to a satisfactory standard or has received an evaluation of 'not met minimum expected standards' or 'not met expected objectives', the procedures in [clauses 456 – 461](#) in the [Enterprise Agreement](#) will apply.
- (4) In all other cases, the staff member
  - (a) will be advised in writing of the deficiencies in their performance or conduct, the improvements necessary to meet the expected standard, and the consequences of failing to improve to the expected standard; and
  - (b) will be given a reasonable period of time to address the deficiencies in their performance or conduct.
- (5) If the staff member fails to improve their performance or conduct to the expected standard within the time allowed, the University may take appropriate action which may include termination of employment

## 15 Performance of duties relative to opportunity

- (1) Where a staff member works part-time; has been absent from their position for extended periods; or is by agreement performing other duties, when considering their achievements relative to opportunity:
  - (a) their performance will be evaluated on the basis of the review period;
  - (b) performance objectives will be set, or adjusted, to reflect the pro-rata or shorter review period or other duties being performed; and
  - (c) appropriate development and career planning objectives will be actively identified and supported.
- (2) A staff member living with a disability will be supported to enable them to work productively and perform at their best, including modified performance expectations and review where required.

## 16 Special Studies Program (academic staff only)

- (1) Appropriate performance objectives will be set for academic staff participating in a Special Studies Program. The performance objectives will relate to the outcome of their Special Studies Program.
- (2) The academic staff member must submit a report at the conclusion of their Special Studies Program which will be considered as part of their AP&D review.

**Note:** As provided for in clause 10(3), participation in performance planning and development in accordance with this policy is a prerequisite for participation in the Special Studies Program under the [Special Studies Program Policy 2015](#) and in [promotion](#).

## 17 Redeployment trial period

Staff must meet expected standards of performance and conduct in order to complete a redeployment trial period successfully. Appropriate performance objectives will be set for

staff who are redeployed on a trial basis. Performance during a trial period will be assessed in accordance with the [Redeployment Policy 2014](#).

## NOTES

### Performance Planning and Development Policy 2012

Date adopted: 3 September 2012

Date commenced: 3 September 2012

Date amended: 8 March 2019

20 November 2019

22 September 2023

Administrator: Chief Human Resources Officer

Review date: 3 September 2017

Rescinded documents:

Related documents:

[University of Sydney Enterprise Agreement 2023-2026](#)

[University of Sydney \(Delegations of Authority\) Rule 2020](#)

[Academic Promotions Policy 2015](#)

[Staff and Affiliates Code of Conduct 2021](#)

[Casual Employment Policy](#)

[Executive and Senior Professional Staff Remuneration Policy 2019](#)

[Sessional Casual Academic Employment Policy](#)

[Special Studies Program Policy 2015](#)

[Special Studies Program Procedures 2015](#)

[Redeployment Policy 2014](#)

[Redeployment Procedures 2014](#)

*Performance Planning and Development intranet content*

## AMENDMENT HISTORY

Provision	Amendment	Commencing
Clauses 6,7,8,9,10,13	References to general staff replaced with references to professional staff, to align with Enterprise Agreement	02/07/2014
Clauses 6,14	References to Enterprise Agreement updated	02/07/2014
Clause 13(c)	Reference to 6 months changed 12 months	02/07/2014
Clause 17	Reference to the Redeployment Policy 2014 for performance assessment during a redeployment trial period	02/07/2014
6; related documents	Updated references to <i>University of Sydney (Delegations of Authority – Administrative Functions) Rule 2016</i>	5 June 2017
8(3)	Administrative amendment	5 June 2017
10(5)	Amendment relating to organisational design changes	5 June 2017
13(5)note; related documents	Remove reference to rescinded policy document	5 June 2017
	Updated delegate from Vice-Chancellor and Principal to Vice-Principal	8 March 2019
5	Updated title of Senate HR Committee to People and Culture Committee	8 March 2019
6	Added new definition – Achievement relative to opportunity.	8 March 2019
6	Amended definition of Executive Supervisor.	8 March 2019
9	Removed lists of academic and professional staff key achievement areas.	8 March 2019
10(4); 10(5)(g)	New clauses	8 March 2019
10(5)(h)(i)	Replaced minimum criteria with minimum standards.	8 March 2019
Various	Updated hyperlinks to refer to the new Enterprise Agreement 2018-2021 and relevant clauses.	8 March 2019



<b>Provision</b>	<b>Amendment</b>	<b>Commencing</b>
13(3)	Updated to reflect new Enterprise Agreement provision which requires casual staff to have a PP&D review to be eligible for conversion.	8 March 2019
15	Added a reference to achievement relative to opportunity.	8 March 2019
Notes	Updated Human Resources Director to Chief Human Resources Officer	8 March 2019
	Addition of <i>Executive Remuneration Policy 2018</i> as a related document.	8 March 2019
6	Updated Achievement relative to Opportunity definition and removed consultation definition as is no longer used in the policy.	20 November 2019
7(1)(a) & (b)	Updated to reflect that performance and development objectives are agreed between supervisor and staff member, rather than set by the supervisor.	20 November 2019
7(1)(d)	Removed superfluous subclause	20 November 2019
10(5)(h)(iii)	Removed reference to consultation and redrafted subclause.	20 November 2019
Various	Updated hyperlinks	20 November 2019
various	Administrative amendment to update names of related documents	20 November 2019
6	Updated definition of delegate; added definitions of job profile and JCC	22 September 2023
9(5)	New subclause added to align with provisions in EA 2023 – 2026	22 September 2023
10(3) – (5)	New subclauses added; subsequent renumbering. To align with provisions in EA 2023 – 2026	22 September 2023
10(8)(e)-(f); 10(10)	updating internal references	22 September 2023
13(3)(b)(ii)	New subclause added to align with provisions in EA 2023 – 2026	22 September 2023
6; 13(3)(b)(ii) note; 14(3); Notes	Updating date and clause references to EA 2023 – 2026	22 September 2023



<b>Provision</b>	<b>Amendment</b>	<b>Commencing</b>
13(6)	New subclause added to align with provisions in EA 2023 – 2026	22 September 2023
15	Clause title ‘Periods of absence and performance of other duties’ amended to read ‘Performance of studies relative to opportunity’	22 September 2023
15(1)	‘works part-time’ inserted between ‘staff member’ and ‘has been absent’	22 September 2023
15(1)(b)	‘pro-rata or’ inserted between ‘reflect the’ and ‘shorter review period’	22 September 2023
15(2)	New subclause added to align with provisions in EA 2023 - 2026	22 September 2023
Notes	<i>University of Sydney (Delegations of Authority – Administrative Functions) Rule 2016</i> amended to read <i>University of Sydney (Delegations of Authority) Rule 2020</i>	22 September 2023
Notes	<i>Code of Conduct – Staff and Affiliates</i> amended to read <i>Staff and Affiliates Code of Conduct 2021</i>	22 September 2023