Planning, Development and Review Procedure

IMPLEMENTATION

Aim

The Planning, Development and Review (PDR) process supports staff members to perform at a standard expected of a University of international standing by providing a continuous cycle of planning and setting of individual work and development objectives, two-way feedback, career planning and performance review.

1   Objectives

1.1   To prescribe the PDR process and the responsibilities for Heads of School/Branch, supervisors and staff members in each part of the process.

1.2   To meet the requirements of clause 5.2 of the University of Adelaide Enterprise Agreement and the requirements of the Staff Development, Performance and Promotions Policy.

2   Scope

2.1   Inclusions
This procedure applies to all fixed-term and continuing staff.

2.2   Exclusions
This procedure does not apply to casual staff members.

3   Process: Preparation

	Person Responsible	Actions
3.1	**Head of School/Branch**	a) Read the PDR Guide which sets out the responsibilities and detailed guidance for Heads of School/Branch, staff and supervisors in each part of the PDR process. b) Establish the appropriate reporting relationships for the PDR process as per the PDR Guide. c) Attend a PDR workshop (as needed). d) Promote the PDR process within your School/Branch and ensure staff and supervisors are made aware of the additional information and training that is available on how to complete the PDR process. e) Ensure that supervisors conduct a PDR with their staff within the relevant timeframes. (continued)

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3 Process: Preparation (continued)

	Person Responsible	Actions
3.2	**Supervisor (or delegate as per 3.1(b))**	a) Read the PDR Guide which sets out the responsibilities and detailed guidance for Heads of School/Branch, staff and supervisors in each part of the PDR process. b) Attend a PDR workshop (as needed) c) Ensure staff are made of aware of the additional information and training that is available on how to complete the PDR process.
3.3	**Staff Member**	a) Read the PDR Guide which sets out the responsibilities for staff in each part of the PDR process. You may like to complete the PDR – Preparation Template for Staff (Appendix A) to assist you to prepare for your PDR meeting with your supervisor. b) Attend a PDR workshop (as needed).
3.4	**Director, Human Resources (or delegate)**	a) Ensure information, training and resources relating to PDR are available to the University.

4 Process: PDR Stages

	Person Responsible	Actions
4.1	**Staff Member**	a) Engage with and participate in each stage of PDR as detailed in the PDR Guide. b) Use the relevant PDR Individual Plan template to document your PDR conversations: PDR - Individual Plan Academic Staff (Appendix B) PDR - Individual Plan Professional Staff (Appendix C) c) Record completion of each PDR stage through Staff Services Online.
4.2	**Supervisor (or delegate)**	a) Ensure that you and your staff members engage with and participate in each stage of PDR as detailed in the PDR Guide. b) Collect and collate evidence of performance (see the PDR Guide). c) Ensure that the completed PDR Individual Plan is accessible to the staff member and the next level manager and the details are kept confidential. d) Ensure staff members have recorded their PDR in Staff Services Online and confirm.
4.3	**Head of School/Branch**	a) Consider collating and reporting on staff development needs identified through the PDR process to inform the School/Branch staff development program planning.
4.4	**Director, Human Resources (or delegate)**	a) Periodically report on PDR completion rates to the Vice-Chancellor's Executive.

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5   Definitions

Supervisor
Refer to the University of Adelaide Enterprise Agreement (as amended)

6   Useful information and resources

6.1   University related documents and Policies
Staff Development, Performance and Promotions Policy
University of Adelaide Enterprise Agreement (as amended)

7.2   Related Legislation
Not applicable

7.3   **Useful Web-links**
Human Resources Performance and Development – Planning, Development and Review
PDR Guide

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PDR – PREPARATION TEMPLATE FOR STAFF

It is your responsibility as a staff member to come prepared to your PDR meetings with your supervisor. The below document provides some questions for you to think about in preparing for objective setting conversations, development conversations, Mid-Term and Final Review meetings.

PREPARING FOR AN OBJECTIVE SETTING CONVERSATION

1	**What are the key areas of responsibility for my role?** (Based on my position description and plans for the School/Branch/Area)
2	**What are some objectives that might relate to my key areas of responsibility that are appropriate for my role in the next 12 months?**
3	**How can the objectives be measured?** **What sources of evidence, data and feedback are available to enable on-going review?**

PREPARING FOR A CONVERSATION ABOUT MY DEVELOPMENT NEEDS

1	**What is my development focus for meeting my objectives for the year?**
2	**What direction would I like my career to go in?** **What do I need to develop to get there?**
3	**In what ways can/will I develop the capabilities needed for my current role, for the future and to achieve my career aspirations?**

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PDR – PREPARATION TEMPLATE FOR STAFF

PREPARING FOR MY MID-TERM REVIEW

1	How am I tracking against my objectives?
2	What achievements/successes have I had over the past 3-6 months? Examples
3	What challenges am I facing in meeting my PDR objectives?
4	What support do I need to achieve my objectives by the end of the year?
5	Do I have any feedback for my supervisor in how they can best support me in my work?

PREPARING FOR MY FINAL REVIEW

1	Have my PDR objectives been achieved? How can I evidence achievement?
2	What achievements/successes have I had over the past 12 months?
3	What challenges did I face in meeting my PDR objectives and how did I overcome these?
4	Do I have any feedback for my supervisor in how they can best support me in my work?

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Appendix B

INDIVIDUAL PLAN - ACADEMIC STAFF
PLANNING, DEVELOPMENT & REVIEW MEETING RECORD

This form is used to record the outcomes of planning, development and review meetings.
The purpose of planning, development and review is to:

- Align work activities to the strategic objectives of the University and School/Faculty/Branch/Division.
- Discuss, plan, support and review individual performance against the set work objectives
- Discuss, plan, support and review individual/career development

Your Individual Plan has three parts:

- **Your Work Objectives**
- **Your Development Objectives**
- **Your Career Plan**

Use the SMART (**S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-framed) principle to set your objectives. It is recommended that you limit the number of objectives each year to 5-6. Refer to the Planning, Development & Review website for a comprehensive list of information and resources: http://www.adelaide.edu.au/hr/performance/pdr

Attach additional pages as required for objectives or comments, evidence of progress and/or achievements to this form.
This form is a template which is flexible to meet the needs of each team,
i.e. can be completed electronically or on paper, during or after the meeting.

Staff Member:	Supervisor:
Name:	Name:
School/Branch:	School/Branch:
Position:	Position:
If your line manager has changed during the PDR cycle please enter your new line manager's details here:	
	New Supervisor:
	Name:
	Position:
	Date effective:

STATUS: ☐ Objectives Set   ☐ Mid-Term Review Held   ☐ Final Review Held

SIGNATURES:

Work and Development Objectives:		
Staff member:	Supervisor:	Date:
Mid Term Review:		
Staff member:	Supervisor:	Date:
Final Review:		
Staff member:	Supervisor:	Date:

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INDIVIDUAL PLAN - ACADEMIC STAFF
PLANNING, DEVELOPMENT & REVIEW MEETING RECORD

WORK OBJECTIVES

Objective Setting

Consider your key result areas and work objectives for the year, and specify how you will measure the achievement of each objective. Give thought to your accountabilities as outlined in your role statement as well as your alignment with the strategic objectives of the University and your School/Branch.

This section should be completed in consultation with your supervisor at your first PDR meeting for the year.

Key Result Area (KRA)	Work Objectives	Measure
Key areas of responsibility in your role under which you will have specific objectives (e.g. Teaching, Research)	Describe clearly what needs to be achieved by using objectives that are: *Specific, Measurable, Achievable, Relevant & Time-framed (SMART).*	Specify how the objective will be measured; t*his is the M in SMART*

Resources and support sought to help achieve my work objectives (include workload considerations)
(Note - Resource decisions rest with the Head of School/Branch.)

Workload allocation (refer clause 5.4.3 of the University of Adelaide Enterprise Agreement)

Workload is allocated by reference to the School/Branch workload model. This is an opportunity to discuss and record your workload allocation under its four major components and to raise any issues or concerns about your workload allocation.

Teaching (and related duties), including supervision	
Research, scholarship and creative activity	
Administration, service and leadership in the University	
Professional activity including service to the community	

Leave balances and plans (refer clause 4.1.7 of the University of Adelaide Enterprise Agreement)

Annual leave makes an important contribution to the health and wellbeing of staff. This is an opportunity to discuss your leave plans for the year.

What are your leave plans for the year? Include Long Service Leave if applicable.

If your annual leave balance is in excess of 35 days or your long service leave balance is in excess of 90 days (pro-rata for part-time staff), your leave must be booked and approved in Staff Services Online (SSO).

Annual declaration of conflict of interest (refer to University of Adelaide Conflict of Interest Procedure)

University staff are required to formally report any personal, external or financial interests, including gifts, that have the potential to create a conflict of interest to your supervisor during a PDR discussion.

Do you have any declarations to make?

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INDIVIDUAL PLAN - ACADEMIC STAFF
PLANNING, DEVELOPMENT & REVIEW MEETING RECORD

Mid-Term Review

This section should be completed in consultation with your supervisor at your Mid-Term Review meeting.

Comment on progress, achievements and plans to complete objectives	**Mid-Term Review comments** **What work objectives have been met? What is the evidence of achievement? What has been the impact?**
	Where objectives have not been met, discuss and document the potential impacts, critical dependencies and support required.
	Review leave plan and workload allocation

Final Review

This section should be completed in consultation with your supervisor at your Final Review meeting.

Comment on completion of objectives. *If objectives were not achieved, provide reasons*	**Final Review comments** **What work objectives have been met? What is the evidence of achievement? What has been the impact?**
	Where objectives have not been met, identify and discuss the potential impacts for self and others and support required for next PDR cycle.
	Review leave plan and workload allocation

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INDIVIDUAL PLAN - ACADEMIC STAFF
PLANNING, DEVELOPMENT & REVIEW MEETING RECORD

DEVELOPMENT OBJECTIVES

When setting your development objectives, consider your existing knowledge and current skills. Identify the knowledge, behaviours and skills to support the successful achievement of your work objectives and align with the University of Adelaide's strategic objectives.

Identify which development activities you will undertake and how you will apply this development to enhance or support your work. This may include actions such as participation in training and development programs, further study and temporary transfers/secondments or placements either within the University or externally.

Development objectives (3-4 objectives)	Measures (How will I put the learning and development to use?)

Resources and support sought to help achieve my development objectives.
(Note – Resource decisions rest with the Head of School/Branch.)

Mid-Term Review

This section should be completed in consultation with your supervisor at your Mid-Term Review meeting

Progress against objectives List and comment on development activities undertaken and their impact.	Mid-Term Review comments

Final Review

This section should be completed in consultation with your supervisor at your Final Review meeting.

Achieved objectives and measures List and comment on development activities undertaken and their impact	Final Review comments

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INDIVIDUAL PLAN - ACADEMIC STAFF
PLANNING, DEVELOPMENT & REVIEW MEETING RECORD

CAREER DIRECTION PLANNING
This section is optional and may be used to support planning for your career and to explore academic promotion and career development opportunities. This section can be used in discussion with your supervisor at PDR meetings.

Objectives: Desired future career directions

Short to mid-term (e.g. 2 -3 years)

Longer term (e.g. 3 – 5 years)

Beyond 5 years

Career development activities

Consider specific activities that will support you in achieving your career objectives and how you will measure your success.

Short to mid-term (e.g. 2 -3 years)

Longer term (e.g. 3 – 5 years)

Resources and support sought to help achieve my career objectives.
(Note - Resource decisions rest with the Head of School/Branch)

Mid Term Review comments

Final Review comments

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INDIVIDUAL PLAN - PROFESSIONAL STAFF
PLANNING, DEVELOPMENT & REVIEW MEETING RECORD

This form is used to record the outcomes of planning, development and review meetings.
The purpose of planning, development and review is to:

- Align work activities to the strategic objectives of the University and Division/Branch/Faculty/School.
- Discuss, plan, support and review individual performance against the set work objectives.
- Discuss, plan, support and review individual/career development.

Your Individual Plan is in three parts:

- **Your Work Objectives**
- **Your Development Objectives**
- **Your Career Plan**

Use the SMART (**S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-framed) principle to set your objectives. It is recommended that you limit the number of objectives each year to 5-6. Refer to the Planning, Development & Review website for a comprehensive list of information and resources: http://www.adelaide.edu.au/hr/performance/pdr

Attach additional pages as required for objectives or comments, evidence of progress and/or achievements to this form. This form can be seen as a template as it is able to be flexible to meet the needs of each team, i.e. can be completed electronically or on paper, during or after the meeting.

Staff Member:	**Supervisor:**
Name:	**Name:**
School/Branch:	**School/Branch:**
Position:	**Position:**
If your line manager has changed during the PDR cycle please enter your new line manager's details here:	
	New Supervisor:
	Name:
	Position:
	Date effective:

STATUS: ☐ **Objectives Set**   ☐ **Mid-Term Review Held**   ☐ **Final Review Held**

SIGNATURES:

Work and Development Objectives:		
Staff member:	Supervisor:	Date:
Mid-Term Review:		
Staff member:	Supervisor:	Date:
Final Review:		
Staff member:	Supervisor:	Date:

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PLANNING, DEVELOPMENT & REVIEW MEETING RECORD

WORK OBJECTIVES

Objective Setting

Consider your key result areas and work objectives for the year, and specify how you will measure the achievement of each objective. Give thought to your accountabilities as outlined in your position description as well as your alignment with the strategic objectives of the University and your School/Branch.

This section should be completed in consultation with your supervisor at your first PDR meeting for the year.

Key Result Area (KRA)	Work Objectives	Measure
Key areas of responsibility in your role under which you will have specific objectives (e.g. Change, Service)	Describe clearly what needs to be achieved by using objectives that are: *Specific, Measurable, Achievable, Relevant & Time-framed (SMART).*	Specify how the objective will be measured; *this is the M in SMART*

Resources and support sought to help achieve my work objectives (include workload considerations).
(Note – Resource decisions rest with the Head of School/Branch.)

Leave balances and plans (refer clause 4.1.7 of the University of Adelaide Enterprise Agreement)

Annual leave makes an important contribution to the health and wellbeing of staff. This is an opportunity to discuss your leave plans for the year.

Include Long Service Leave if applicable.

If your annual leave balance is in excess of 35 days or your long service leave balance is in excess of 90 days (pro-rata for part-time staff), your leave must be booked and approved in Staff Services Online (SSO).

Annual declaration of conflict of interest (refer to University of Adelaide Conflict of Interest Procedure)

University staff are required to formally report any personal, external or financial interests, including gifts, that have the potential to create a conflict of interest to your supervisor, at the same time as an annual PDR discussion.

Do you have any declarations to make?

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Appendix C

INDIVIDUAL PLAN - PROFESSIONAL STAFF PLANNING, DEVELOPMENT & REVIEW MEETING RECORD

Mid-Term Review

This section should be completed in consultation with your supervisor at your Mid-Term Review meeting.

Comment on progress, achievements and plans to complete objectives	**Mid-Term Review comments** **What work objectives have been met? What has been the impact?**
	Where objectives have not been met, discuss and document the potential impacts and critical dependencies.
	Review leave plan.

Final Review

This section should be completed in consultation with your supervisor at your Final Review meeting.

Comment on completion of objectives. *If objectives were not achieved, provide reasons*	**Final Review comments** **What work objectives have been met? What has been the impact?**
	Where objectives have not been met, identify and discuss the potential impacts for self and others.
	Review leave plan.

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DEVELOPMENT OBJECTIVES

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Identify which development activities you will undertake and how you will apply this development to enhance or support your work. This may include actions such as participation in training and development programs, further study or temporary transfers/secondments/placements either within the University or externally.

Development objectives (3-4 objectives)	Measures (How will I put the learning and development to use?)

Resources and support sought to help achieve my development objectives.
(Note – Resource decisions rest with the Head of School/Branch.)

Mid term review

This section should be completed in consultation with your supervisor at your Mid-Term Review meeting

Progress against objectives	Mid-Term Review comments
List and comment on development activities undertaken and their impact	

Final Review

This section should be completed in consultation with your supervisor at your Final Review meeting.

Achieved objectives and measures	Final Review comments
List and comment on development activities undertaken and their impact	

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Appendix C

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CAREER DIRECTION PLANNING

This section is optional and may be used to support planning for your career and to explore career development opportunities. This section can be used in discussion with your supervisor at PDR meetings.

Objectives: Desired future career directions

Short to mid-term (e.g. 2 -3 years)

Longer term (e.g. 3 – 5 years)

Beyond 5 years

Career development activities

Consider specific activities that will support you in achieving your career objectives and how you will measure your success.

Short to mid-term (e.g. 2 -3 years)

Longer term (e.g. 3 – 5 years)

Resources and support sought to help achieve my career objectives.
(Note - Resource decisions rest with the Head of School/Branch.)

Mid-Term Review comments

Final Review comments

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