

Staff Performance and Development Policy



Responsibility for policy: Director of People and Capability

Approving authority: Vice-Chancellor

Last reviewed: November 2021

Next review: November 2023

Application

1. This policy applies to all continuing staff of the University of Waikato, and to fixed-term staff with appointments of more than two years.

Purpose

2. The purpose of this policy is to ensure that:
 - a. all line managers properly assess, address and recognise the performance and development needs of the staff they manage within available resources
 - b. all staff to whom this policy applies participate fully in an annual Objectives, Development and Reflection (ODR) process with their line manager to review performance and achievements over the previous year, consider areas of performance improvement or enhancement, and develop goals, objectives and Personal Development Plans (PDPs) consistent with the strategic objectives of the University, Division, School or unit
 - c. evidence based performance assessment informs reward and recognition processes such as general staff salary review (GSSR) and academic salary advancement and promotion, and
 - d. staff performance and development across the University is analysed and reported to the Vice-Chancellor on an annual basis.

Related documents

3. The following documents set out further information relevant to this policy:

- [Academic Workloads Guidelines](#)
- [Evaluation of Teaching and Papers Policy](#)
- Relevant Position Description
- [Staff Code of Conduct](#)
- [Staff Performance and Development Framework](#)

Responsibilities

4. All staff to whom this policy applies must:
 - a. participate in On Boarding and new staff Introductory Sessions as required by the University and their line manager as set out in the [Staff Performance and Development Framework](#)
 - b. participate fully in the University's ODR process as described in the [Staff Performance and Development Framework](#), and
 - c. identify and address areas of personal performance improvement or enhancement, and develop professional goals, objectives and PDPs for one to three years consistent with the strategic objectives of the University, Division, School or unit in consultation with their line manager.
5. Line managers must take all reasonable steps to ensure that their staff:
 - a. have an On Boarding programme when moving into a new role
 - b. have a current and accurate position description and in the case of academic staff that workloads are consistent with University policy
 - c. use evidence from a variety of sources to inform personal planning; in the case of academic staff, use their Academic Staff Portfolio to inform their personal planning

- d. are provided with regular ongoing feedback and engage in the annual ODR exercise as described in the [Staff Performance and Development Framework](#)
 - e. identify and are supported to address any areas of personal performance improvement or enhancement, and
 - f. implement goals and objectives and PDPs within available resources.
6. Line managers must retain a record of the goals and objectives and professional development activities agreed as part of each annual ODR exercise; all such records will be made available to the relevant Pro Vice-Chancellor, Head of School, Director or equivalent on request.
 7. Line managers must take all reasonable steps to ensure that reward and recognition processes are informed by evidence from a variety of sources.
 8. Pro Vice-Chancellors, Heads of School, Directors and equivalent must:
 - a. plan, monitor, manage and enhance performance in their area of responsibility
 - b. ensure that an annual ODR process takes place in their Division, School or unit, as described in the [Staff Performance and Development Framework](#)
 - c. ensure that reward and recognition processes are informed by evidence from a variety of sources, and
 - d. foster a culture of openness, flexibility, co-operation and excellence.
 9. People and Capability is responsible for providing advice and support to line managers who believe that a staff member's performance may be unsatisfactory.
 10. The Director of People and Capability is responsible for
 - a. the development and review of the [Staff Performance and Development Framework](#), and
 - b. the provision of an annual Performance and Professional Development Report to the Vice-Chancellor.

Responsibility for monitoring compliance

11. The Director of People and Capability is responsible for monitoring compliance with this policy and reporting any breaches to the Vice-Chancellor.
12. Breaches of this policy may result in disciplinary action under the [Staff Code of Conduct](#).

Note

The term 'School' in this policy includes Faculties and the term 'Head of School' includes Deans.