



STAFF PERFORMANCE DEVELOPMENT AND MANAGEMENT POLICY

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Related Documents:	Our Faith Values	
Responsible Officer:	Registrar	
Review:	Executive	

Any person who requires assistance in understanding any aspect of this document should contact the Responsible Officer

1. Overview

Tabor is committed to ongoing performance development and management for all staff. This policy outlines Tabor's performance management process and the processes for professional development.

2. Scope and Applications

This policy applies to all employees.

3. Policy Principles

- 3.1. As a Christian institution Tabor has a strong commitment to the personal and professional development of every staff member in line with the ethos and core values of the institution.
- 3.2. All staff members are expected to demonstrate a commitment to quality management, including quality performance management.
- 3.3. Tabor recognises that adequate development opportunities, as well as support and encouragement are needed to attain and maintain optimal performance.
- 3.4. Performance management seeks to optimise every staff member's capacity to meet Tabor's expectations and his/her personal goals and career aspirations.
- 3.5. Performance management seeks to integrate the goals and aspirations of Tabor with those of individual staff members.

4. Procedures

- 4.1. The process will comprise four parts, commencing at the beginning of a review period. Typically the review period is annually or upon commencement of a position, or at any time agreed between the supervisor and the staff member.

For Academic Staff

4.1.1 **Part one** – the academic staff member meets regularly with the Dean of Faculty or Head of Program throughout the year for supervision. Topics for discussion include the staff member's progress since their last meeting (including their professional accomplishments), their overall job satisfaction, areas of strength and skill, potential areas for growth and improvement, reflection, collaboration and problem solving in relation to specific operational cases

At one of these meetings, the Dean of Faculty or Head of Program will work with the staff member to identify some goals for the coming year.

The staff member's goals should be:

- i. specific, measurable, achievable, realistic and time framed;
- ii. connected with the staff member's Job and Person Specification and career aspirations; and
- iii. aligned with the College's strategic goals.

4.1.2 **Part two** – the Dean of Faculty or Head of Program will develop an academic workload calculation for the academic staff member, based on the College's Academic Workload Calculator. This should include provision for scholarship, professional development, and any further studies the staff member wishes to undertake. Identified goals (and required time provision, if any) should be clearly articulated on the calculation document.

4.1.3 **Part three** – the academic staff member will meet with the Dean or Head of Program to discuss their academic workload calculation and finalise this in a way which is affirmed by both parties.

4.1.4 **Part four** – the Dean of Faculty or Head of Program will discuss the staff member's performance against their identified goals as part of their regular supervision meetings. An informal review should take place prior to semester two, with workload and / or goals adjusted accordingly.

For Administrative Staff

4.1.5 **Part one** – the administrative staff member meets regularly with the Head of Department or line manager throughout the year for supervision. Topics for discussion include the staff member's progress since their last meeting (including their professional accomplishments), their overall job satisfaction, areas of strength and skill, potential areas for growth and improvement, reflection, collaboration and problem solving in relation to specific operational cases. At one of these meetings, the Head of Department or line manager will work with the staff member to identify some goals for the coming year.

The staff member's goals should be:

- iv. specific, measurable, achievable, realistic and time framed;
- v. connected with the staff member's Job and Person Specification and career aspirations; and
- vi. aligned with the College's strategic goals.

4.1.6 **Part two** – the Head of Department or line manager will discuss the staff member's performance against their identified goals as part of their regular supervision meetings. An informal review should take place prior after six months, with workload and / or goals adjusted accordingly.

- 4.2. The performance discussion must contain no surprises for either the staff member or the supervisor. It is expected that any performance concerns raised in this formal discussion will have been dealt with outside the discussion in regular informal feedback and other workplace activities.
- 4.3. Once completed, all forms are to be returned to Human Resources for filing in the staff member's Personnel file. Any actions required are to be added to the next period's plan.

5. Definitions

See [Global Definitions](#)

6. Communication / Training

- 6.1. The HR Manager will ensure that Deans of Faculties / Heads of Departments are trained in their responsibilities regarding performance management and how to conduct performance management meetings.
- 6.2. Deans of Faculties / Heads of Departments will provide advice to staff regarding the PDMP process and the requirements of staff participants.

Appendix A - Staff Performance Development Template

Introduction

The Staff Performance Development process enables both appraising manager/supervisor and the staff member being appraised an opportunity to mutually discuss an annual plan of work and/or performance goals that will be the basis for providing an overall summary of annual performance in the coming year and for making decisions affecting promotion, career advancement etc.

The process is intended to ensure that staff know and understand what is expected of them, and are supported by the organisation to develop the capacity to meet both current and future expectations and plans.

The process comprises of four parts:

1. A self-appraisal section to be completed by the staff member;
2. A section where the Supervisor/Manager reflects on the general performance of the staff member;
3. A section where tasks and responsibilities for the next year is negotiated and agreed upon in discussion between the staff member and the Supervisor/Manager, including KPI's;
4. A Development Plan that is discussed and agreed upon between the staff member and the Supervisor/Manager.

Guiding Principles

The following guiding principles represent best practice within a performance management and development process:

- Goals and expectations should be clearly defined at the start of the cycle and should align to college/department/faculty goals and strategies.
- KPI's are to be agreed upon and the achievement of these should be monitored throughout the cycle. This should occur as a two-way dialog between the supervisor and the staff member.
- Staff members should be provided with the opportunity to submit a self-appraisal before the supervisor's appraisal is finalised.
- Supervisors should apply the appraisal process consistently among their staff members.

Part one - To be completed by the staff member

List your current key responsibilities

Responsibilities as per J&PS	Actual responsibilities/tasks over the last year

Reflect on your accomplishments

Please summarise your key accomplishments for the past 12 months and the impact you think they have had on your Faculty/Department and Tabor as a whole.

Reflect on your job satisfaction

What do you like best about your job, and what parts of your job do you think you are best at?

Indicate your planned leave

The health and wellbeing of our staff is important to Tabor. We therefore see it as part of our duty of care to ensure that you plan for times of 'rest and recuperation' through the year.

Part two - *To be completed by the Supervisor/Manager*

Reflect on the general performance of this staff member

Strengths/skills	Areas in need of improvement

Part three - *-To be completed by the Supervisor/Manager together with the staff member*

Negotiate and consolidate responsibilities/tasks for the next year

Responsibilities and tasks	KPI's (Key performance indicators that are to be achieved)

Part four - *To be completed by the Supervisor/Manager together with the staff member*

Discuss and plan professional development that would help this staff member to better achieve set tasks and responsibilities