

REVIEW OF PERFORMANCE DEVELOPMENT AND REVIEW PROCESS MACQUARIE UNIVERSITY

Feedback from CPSU members on the PDR process made it clear that they are extremely concerned with the process so far and are disconcerted about the moving of the goal posts mid process to include behaviour and rating factors.

CPSU members support setting goals, objectives and performance development and review, so long as it assists a staff member to develop, to set objectives and identify their training needs. A review of these goals, achievements and identifying areas that the staff member may need assistance to achieve their goals and objectives is also supported.

The CPSU contends that pay for performance, rewards such as bonuses, ratings and behaviour assessments defeat team building, create divisions and lower morale.

The CPSU is opposed to measures ratings and behaviour assessments. These create individual anxiety and lead to staff working extra hours to 'look productive' thereby creating a culture of "presenteeism" and create artificial and unnecessary pressures on staff.

Rewards and higher pay rates are usually offered to staff at higher levels and do not filter through to general staff employed at lower levels or staff with equity issues, such as single parents, staff with disabilities, and staff who have carer responsibilities. Rewards are dependent on the funding in a faculty or department and are not evenly distributed across the University.

The CPSU believes that the system introduced at Macquarie University is inequitable and not suited to the type of work and roles carried out by any University.

PROCESS REVIEW

CPSU delegates and organisers along with other participants supervisors and staff attended the review of the PDR process at Macquarie University on 17 March 2009. While it is generally considered as productive to focus on what worked well, the CPSU considers that the review agenda was biased toward the positive focus and that the process was constructed in a way that stifled debate and made it difficult for your concerns to be aired and responded to.

However, the CPSU ensured that matters were raised and have requested that copies of all notes and resolutions from the process be made available.

The view from the participants in the review was that parts A and B of the PDR were valuable; staff had the opportunity to set goals and objectives and discuss these with their supervisor through a process that was supported throughout the University.

Most agreed that there were gaps in training process that needed to be amended.

A large percentage of the participants put forward that behaviour assessment and rating measurements have a demoralising effect on staff. Most agreed there are very few people in the University who are properly qualified to assess behaviour. It is also extremely difficult to introduce a fair work rating system.

KPI's and bonus payments for individual performance was not supported. It was preferred that such funds are better directed ensure proper staffing levels across work units and equitable payrises.

Concerns were raised about confidentiality, who will see the reviews and where will they be stored.

Equity issues were consistently raised; there was concern that staff with disabilities and health or equity issues were not considered in the development of the PDR's

OUTCOMES

Tim Sprague the Human Resources Director stated they will look at the outcomes from the meeting and the survey responses which overwhelmingly opposed the use of behaviour indicators and rating measurements. Mr Sprague stated that behaviours will no longer form a part of the PDR process.

The CPSU will continue to monitor the PDR process in order to ensure the best outcomes for all staff.

DO YOU HAVE ANY CONCERNS YOU WANT TO RAISE?

If you do please contact your local delegates or your CPSU Organiser.

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