

## PMDR Supervisor Checklists

<b>Prior to PMDR Review</b>	
<input type="checkbox"/>	Timeframes - familiarise yourself with the Work Unit's planning and performance cycle
<input type="checkbox"/>	PMDR workshops - ensure you have completed a PMDR workshop before undertaking the PMDR reviews.
<input type="checkbox"/>	Understand the purpose and objective of the PMDR review. Read: PMDR Guidelines for Supervisors PMDR Website on HR Services website <a href="http://www.scu.edu.au/admin/hr/index.php/36/">http://www.scu.edu.au/admin/hr/index.php/36/</a> PMDR Policy <a href="http://policies.scu.edu.au/view.current.php?id=00048">http://policies.scu.edu.au/view.current.php?id=00048</a>
<input type="checkbox"/>	At least four weeks in advance, remind staff to begin PMDR preparation, remind staff of the value and purpose of PMDR, ensure staff have access to required PMDR reports, establish a mutually convenient time for the review
<input type="checkbox"/>	Review the Work Unit's plans and consider what implications they have for what you expect the employee to achieve during the next review period and what skills, knowledge or abilities they will need to develop
<input type="checkbox"/>	Organise a meeting with your Manager to: <ul style="list-style-type: none"> <li>• Discuss and agree the general approach to PMDR reviews to ensure consistency and alignment with strategic plans and any appropriate information to share during the review</li> <li>• Discuss any issues associated with individual employees</li> </ul>
<input type="checkbox"/>	Consult with other supervisors, colleagues and clients who are familiar with employee's work to obtain additional feedback and ensure comprehensive assessment
<input type="checkbox"/>	Review previous PMDR documentation to place performance in context and determine extent to which action plans have been delivered
<input type="checkbox"/>	Review employee's current PMDR documentation (See Checklist on Review of PMDR Documentation)
<input type="checkbox"/>	Review your own performance as a Supervisor

	<b>Review of PMDR Documentation</b>
<input type="checkbox"/>	Is the employee’s documentation complete and accurate? (Are all relevant sections of the PMDR report comprehensively covered to enable monitoring and assessment?)
	Evaluating <b>Review of Achievements</b>
<input type="checkbox"/>	Are the employee’s achievements during the past review period comprehensively and accurately indicated? Is there anything you would like to add?
<input type="checkbox"/>	Consider the employee’s achievements against the work goals and developmental goals established and agreed in the previous PMDR review. What has been achieved? What could be improved? What has been delayed and why? Are their additional achievements subsequent to the last PMDR review?
<input type="checkbox"/>	Consider areas of strength to be commended and areas for improvement. What factors have facilitated or impeded improvement? Anticipate likely issues to be raised and possible outcomes
	Evaluating <b>Goals/Action Plans for the Next Review Period</b>
<input type="checkbox"/>	Think about what action plans you would like to see in the employee’s next review period. Is it reflected in the documentation prepared by the employee? Is there anything you would like to add or remove?
<input type="checkbox"/>	Do the employee’s goals/action plans constitute a reasonable and realistic workload?
<input type="checkbox"/>	Are the goals and action plans that the employee has established for the next review period SMART? (Refer to Goals/Action Plans for the Next Review Period in the Supervisor Guidelines)
<input type="checkbox"/>	Do the goals/action plans contribute to the Work Unit’s goals and objectives?
	Evaluating <b>Career Development Plan</b>
<input type="checkbox"/>	Do the short term and long term plans reflect both the personal aspirations of the employee and the goals and objectives of the Work Unit & sector trends?
	employee
<input type="checkbox"/>	How might other factors including individual and Work Unit professional learning priorities and budgetary considerations influence your ability to meet some or all of the employee’s professional learning needs?
<input type="checkbox"/>	Are the employee’s career aspirations realistic? Do you have anything to add or suggest that might assist the employee with their career planning and development?
	Evaluating <b>Training and Development Needs</b>
<input type="checkbox"/>	Do you agree with the professional learning needs identified by the employee for the next review period? Are there other professional learning options?
<input type="checkbox"/>	HR Services receives a summary of the work unit's professional learning needs for input into planning the SCU Professional Learning Calendar. Assess whether the employee’s professional learning needs should be met by the Work Unit, SCU professional learning activities or external workshops/conferences employee.
	Evaluating <b>PMDR Outcomes</b>
<input type="checkbox"/>	Consider what shared understanding, mutual agreements, action plans and preferred outcomes you would like to achieve by the end of the PMDR review
<input type="checkbox"/>	Consider what possible decisions could be made pursuant to the PMDR review, for example, probation, promotion and incremental progression.

<b>Conducting the PMDR Review</b>	
<input type="checkbox"/>	Conduct the PMDR in a relaxed and private environment. Eliminate all interruptions and distractions, eg divert the telephone
<input type="checkbox"/>	Ensure sufficient time allocated (at least 1 hour). Understand you may schedule more time if required.
<b>At the start of the PMDR review</b>	
<input type="checkbox"/>	Welcome the employee and explain the purpose, benefits and value of the PMDR review. Discuss that the PMDR review is about setting future goals, assessing career development and reviewing professional learning needs.
<input type="checkbox"/>	Put the employee at ease - talk about any anxieties or concerns they may have (as these can act as a filter for the rest of the discussion)
<input type="checkbox"/>	Acknowledge that the review is a two-way dialogue and welcome the opportunity for upward feedback
<input type="checkbox"/>	Explain the context of the PMDR review – how the employee’s PMDR interfaces with the Work Unit and University’s strategic direction and how PMDR interfaces with other programs, such as rewards, promotions and study leave
<b>During the PMDR review</b>	
<input type="checkbox"/>	Remember that reviews are most effective when they are forward looking – we look back so we can set new goals for the future, not to record past failings. If the focus of the review becomes a discussion about a major performance issue that could be meaningfully addressed through ongoing feedback discussions during the course of the year, postpone the PMDR review to address the performance issue first. However, for consistency of staff records, during the PMDR review, ensure that any major performances issues are alluded to in the documentation
<input type="checkbox"/>	Manage the structure and timing of the review to ensure all aspects of the process are adequately and comprehensively discussed. Use the employee’s PMDR report as a focus. Work together to complete and agree on the documentation
<input type="checkbox"/>	For <b>Review of Achievements</b> - Look for jobs that have been well done – when were standards exceeded?
<input type="checkbox"/>	For performance gaps and areas for improvement. Ask open and probing questions to draw out from the employee what they think are their areas for development. Analyse reasons for performance gaps and discuss how they can be overcome in the future. Use structured feedback and active listening skills. Keep an open mind – ask the employee for their ideas and suggestions and seek genuine agreement to solutions
<input type="checkbox"/>	Discuss <b>Goals/Action Plans for the Next Review Period</b> – Discuss and agree work goals for the next review period. Check with the employee that the goals are SMART (specific, measurable, achievable, relevant and time framed)
<input type="checkbox"/>	Consider the employee’s <b>Professional Learning Needs</b> . Explore multiple options and identify opportunities. Agree on the Career Development Plan and Professional Learning needs (ensure you can deliver on these commitments).
<input type="checkbox"/>	Use active listening skills to give your whole attention to the discussion. Build rapport through mirroring verbal and non-verbal communication, including body language and tone. Allow an equal amount of opportunity for mutual contribution to the discussion.

	<b><i>At the end of the PMDR Review</i></b>
<input type="checkbox"/>	Reach a shared understanding for completion of the PMDR review, summarise and identify follow-up action steps
<input type="checkbox"/>	Check to see if there is a need for further discussions?
<input type="checkbox"/>	Discuss procedure for completion of the process – Summary comments, dating and signing of PMDR report and record keeping
<input type="checkbox"/>	Ensure that the employee leaves the discussion satisfied that they know what is expected of them and what help and support you will provide them

	<b><i>After the PMDR Review</i></b>
<input type="checkbox"/>	Provide the employee with a copy of the completed and signed PMDR report and retain a copy for yourself. Performance management documentation has the legal status of a personnel file, so ensure your copy is stored securely. Where the supervisor is not the Head of a Work Unit, reports and recommendations should be forwarded to the Head for consideration and action
<input type="checkbox"/>	Ensure that any agreed follow-up actions and subsequent review dates are followed through and kept
<input type="checkbox"/>	Schedule in regular ongoing feedback discussions during the next review period
<input type="checkbox"/>	The Head of Work Unit provides HR Services with information about work unit completion and provides summary information on work unit professional learning needs to inform the SCU Professional Learning Calendar.

[Nov12]