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| HR210a | **DEVELOPMENT DIALOGUE**  Executive Staff (PC13(3), PC13(2) and PC13(1)) | whitebacklogo |

NOTES

* Forms can be downloaded from the UCT website: <https://www.forms.uct.ac.za/forms.htm>
* Details of UCT policy on performance planning, performance reviews and staff development (PASS staff) may be found at: <https://hr.uct.ac.za/media/403558>

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| Name and surname |  | Staff number |  |
| Position title |  | Pay class |  |
| Faculty / PASS Department |  | Department / Unit |  |
| Date of discussion |  | Line manager |  |

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|  | **Review performance in the last performance cycle**  **Staff member** to complete this section before discussion with line manager.   * Describe your performance in the last performance cycle (June to May), against agreed Key Performance Areas (KPAs) and position performance objectives * Refer to your previous agreed performance contract for Key Performance Areas | | | | | | |
| **KPA** | **Vision 2030 Goal**  **(✓ which apply)** | **Line manager’s KPA to which this KPA links** | **Describe your performance against contracted objectives – provide examples to support** | **Rating for each objective (✓)** | | | |
| Exceeding | Meeting | Not Meeting | Unrated |

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| 1 | ◻ Holistic, innovative, future-oriented education that produces intellectuals  ◻ Research solving Afrika’s problems that contributes to global knowledge  ◻ Thought leadership on social justice  ◻ Organisational ethos that supports new ways of thinking, being and doing |  | 1.1 |  |  |  |  |
| 1.2 |  |  |  |  |
| 1.3 |  |  |  |  |
| 1.4 |  |  |  |  |
| 1.5 |  |  |  |  |

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| 2 | ◻ Holistic, innovative, future-oriented education that produces intellectuals  ◻ Research solving Afrika’s problems that contributes to global knowledge  ◻ Thought leadership on social justice  ◻ Organisational ethos that supports new ways of thinking, being and doing |  | 2.1 |  |  |  |  |
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| 1. **Performance rating for the last performance cycle**   **Staff member** to complete this section before discussion with line manager.   * Rate your **overall performance** in the last performance year, against agreed KPAs and position performance objectives. * Refer to the definitions of each performance category below. | | | | | | | | |
| **Performance Category Definitions** | | | | | | | | |
|  | **Exceeding** | | **Meeting** | | **Not Meeting** | | **Unrated** | |
| * Consistently exceeds objectives and position requirements for the performance cycle. * Demonstrates competence at / above the required level for the role. * Exceeds standards set. * Has performed an unusual activity over and above the requirement of the position to the benefit of the department or faculty. | | * Consistently meets objectives and position requirements, and / or occasionally doing more. * Demonstrates competence at / above the required level for the role. * Meets standards set, and / or occasionally doing more. * Meets required level of performance for UCT to function optimally. | | * Meets some or few objectives and does not meet all position requirements. * Demonstrates some competence at required position level. * Underperforms with regard to standards set. * Requires frequent supervision and follow-up. * Needs formal development to meet minimum expectations. | | * Too soon to rate performance or unable to rate performance. * Has not yet had time or opportunity to perform the majority of the functions of the position or to demonstrate competence. | |
| **Self-rating** | Exceeds 1 |  | Meeting |  | Not Meeting |  | Unrated |  |
| Exceeds 2 |  |  | | | | | |
| **Line manager rating** | Exceeds 1 |  | Meeting |  | Not Meeting |  | Unrated |  |
| Exceeds 2 |  |  | | | | | |
| **Note:**   * Exceeds: Complete [HR211](https://forms.uct.ac.za/hr211.doc) for all exceeds ratings. * Not meeting: Line manager to attach supporting documentation, showing feedback given to date, for all not meeting ratings. | | | | | | | | |
| **Additional comments**   * Line manager / staff member comments to be added here. * It is important to provide a narrative on the rating and/or any changes in the contract which might have occurred during the year under review. * Add any additional supporting documents. | | | | | | | | |
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| 1. **Agree performance objectives for the next performance cycle**   **Staff member** to complete this section before discussion with line manager.   * Agree objectives for the next performance year, using the position description and faculty / departmental / unit goals and objectives. * **Review the PD, and forward to the HR Business Partner (HRBP)** | | | | |
| **Performance contract** | | | | |
| **KPA** | **Vision 2030 Goal**  **(✓ which apply)** | **Line manager’s KPA to which this KPA links** | **Objectives** | **SMART Measures** (refer to Development Dialogue and Forums [resource guide](https://hr.uct.ac.za/media/403558)) |

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| 1. | ◻ Holistic, innovative, future-oriented education that produces intellectuals  ◻ Research solving Afrika’s problems that contributes to global knowledge  ◻ Thought leadership on social justice  ◻ Organisational ethos that supports new ways of thinking, being and doing |  | 1.1 |  |
| 1.2 |  |
| 1.3 |  |
| 1.4 |  |
| 1.5 |  |

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| 2. | ◻ Holistic, innovative, future-oriented education that produces intellectuals  ◻ Research solving Afrika’s problems that contributes to global knowledge  ◻ Thought leadership on social justice  ◻ Organisational ethos that supports new ways of thinking, being and doing |  | 2.1 |  |
| 2.2 |  |
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| 1. **What are your UCT career goals for the next 5 years?**   **Staff member** to complete this section before discussion with line manager.   * This information will be used to inform your development plan. * The staff member’s career goal could be to remain in his/her current position. * The *Performance / Potential Grid* may be used to facilitate the conversation on career aspirations. (Refer to Development Dialogue and Forums [resource guide](https://hr.uct.ac.za/media/403558)) * Development opportunities depend on the staff member’s current performance and the needs of the university, as well as the availability of university budget and other resources (e.g. time). |
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| 1. **To deliver on what is expected from you, and to support your career development, what training / development / support do you need?**   **Staff member** to complete this section before discussion with line manager.   * This information will be used to inform your development plan. * Priority will be given to development of skills and competencies relating to the staff member’s current position. * The identified interventions should support the development of a skill or competency, rather than to be focused on a specific position. | | | | | | |
| **Proposed development** (to be confirmed at the Development Forum) | **Name of training course / intervention**  (Not to be limited by the UCT Learning and Development Resource guide) | **Cost** | **Select one** | | | |
| **Qualification** | **Short course** | **Skills programme** | **Informal** |
| **For current role to meet agreed performance contract** |  | R |  |  |  |  |
|  | R |  |  |  |  |
| **For UCT career development**  (Development driven by the wider University needs) |  | R |  |  |  |  |
|  | R |  |  |  |  |
| **For self-development**  (Development unrelated to current position and current needs of the University) |  | R |  |  |  |  |
|  | R |  |  |  |  |

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| **Line manager** | Signature |  | Date |  |
| **Staff member\*** | Signature |  | Date |  |

\*Signature by the staff member denotes participation in the discussion, not necessarily agreement to the outcome. The final rating will be confirmed and agreed to by the Development Forum.

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| 1. **Feedback to staff member on final rating and development plan**   This section should be completed after the Development Forum has agreed the performance rating and development plan. | | | | | | | | |
| **Final performance rating** | Exceeding |  | Meeting |  | Not Meeting |  | Unrated |  |
| **Development plan supported  (pending funding)**  (Yes / No; If no, which training has been supported?) |  | | | | | | | |
| **To aid the staff member in his/her career path development:**   1. **The line manager undertakes to**  |  | | --- | | * Assist the staff member to identify the most appropriate development initiative(s). * Assist the staff member to identify an appropriate mentor, if needed. * To informally / periodically discuss the progress and learning of the staff member. * To support the staff member in his/her efforts of development. |  1. **The staff member undertakes to**  |  | | --- | | * Meet the objectives of his/her substantive post, as agreed with the line manager. * Reflect on learning with his/her line manager as and when relevant. | | | | | | | | | |

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| **Line manager** | Signature |  | Date |  |
| **Staff member** | Signature |  | Date |  |

**COMPLETING A DEVELOPMENT DIALOGUE FORM**HR210a

**When do I complete this form?**

Sections 1 to 5 are completed by all Executive (PC13(3), PC13(2) and PC13(1)) staff members, together with their line managers, annually in June, to document and record:

* A review of the previous year’s performance against the agreed performance contract and objectives
* The performance rating for the previous year’s performance
* Contracting performance and agreed objectives for the coming year
* Development in the current role
* Development needed for UCT career development

Step 6 is completed by the line manager, and signed by the staff member, as a record of feedback from the Development Forum discussion

**Where do I send this form?**

A copy of this form is kept by:

* The Executive staff member
* The Executive staff member’s line manager

Line managers will be asked to submit a summary of the information recorded, to inform the Development Forum discussions.

**What other forms do I need to complete?**

Should the Executive staff member be rated ‘Exceeding’, and should either the Executive staff member and / or the line manager and / or a colleague of the Executive staff member wish to motivate for that Executive staff member to be awarded an ‘Exceeds 1’ or ‘Exceeds 2’ award, then the [HR211 form](https://www.forms.uct.ac.za/hr211.doc) should be completed and submitted.

Line managers will be asked to submit further information, to inform the Development Forum discussions.

**What other documentation must I refer to?**

* The Development Dialogue resource guide, see: <https://hr.uct.ac.za/media/403558>
* The Competency Framework, see: <http://www.hr.uct.ac.za/hr/performance/management/pass/competency_framework/>
* The Staff Learning and Development Resource Guide, see <https://hr.uct.ac.za/learning-development/staff-learning-and-development-resource-guide>
* SuccessFactors Learning, see <http://www.successfactors.uct.ac.za>

**What other documentation must be attached?**

* A position description on the [HR191 form](https://www.forms.uct.ac.za/hr191.doc).
  + This would include both the current PD being measured against the performance in the current review period, as well as the reviewed and/or amended PD after setting objectives for the new performance cycle.
* Any other documentation reflecting or recording performance or development discussions.
* The staff member’s current CV (optional).

**Where can I get training on Development Dialogues?**

Regular training is provided by the Staff Learning Centre through the Staff Learning Programme. For more information, please refer to the Staff Learning Centre section on the HR web site, at: <http://www.hr.uct.ac.za/hr/learning/overview/>.