MARINE SCIENCE PROGRAM

MSP GUIDELINE No. 2

BUSINESS PLANNING AND PERFORMANCE MANAGEMENT

Science Division
Department of Conservation and Environment

1. BACKGROUND

1.1 Marine Science Strategy

The purpose of the Strategy is to provide a broad blueprint for the development and implementation of a marine science capability within DEC over the next five years. The Strategy addresses the need to influence, collaborate with and support external marine science providers with the need to develop an appropriate 'in-house' marine science capability. The 'in-house' capability is a partnership model based on the development of a centralised marine science capability within the MSP, based in the Science Division, and an operational capability in the Regions. The partnership also includes senior regional staff and key specialist branches within DEC including the Marine Policy and Planning Branch, Marine Ecosystems Branch, Environmental Management Branch, Nature Protection Branch, Species and Communities Branch and the Parks Policy and Services Branch. This general approach was agreed *in principle* at the July workshop and will ensure that the marine science capability is closely integrated with the marine policy, planning and management activities of the department. The Strategy provides details of the specific objectives, tasks, outputs and expected outcomes of the proposed research, monitoring and science communication units (Appendix 2a, 3a and 4a). Staff profiles and FTE allocations across the research, monitoring, science communication and policy/advice functions (Table 1; Appendix 2b, 3b and 4b), projected salary costs (Table 2) and budget forward estimates (Tables 3 and 4) are also shown.

The Strategy does not outline specific research, monitoring and science communication priorities to be undertaken. Many of these are outlined in the MPA management plans and other priorities will be developed according to the framework outlined in section 5, once a decision has been made after consideration of the Strategy by DEC Corporate Executive. The Strategy will also provide a vehicle to communicate the MSP to both internal groups and external stakeholders.

1.2 Marine Science Co-ordination Committee

A Marine Science Co-ordination Committee (MSCC) has been established with representation from the MSP, Regions and key specialist branches including the Marine Policy and Planning Branch, Marine Ecosystems Branch, Environmental Management Branch, Nature Protection Branch, Species and Communities Branch and the Parks Policy and Services Branch. DoF marine science programs in CALM Act MPAs will be included in this co-ordination process. The Chair of the MSCC will be the Marine Science Program Leader.

The MSCC will ensure that all ecological and social marine science projects within DEC (both internally and externally funded) are planned and implemented in a strategic and co-ordinated manner and duly consider historical and current research programs of external research providers in WA (e.g. AIMS, CSIRO, universities). The MSCC will also provide a mechanism to discuss and consider emerging DEC science needs as well as ensuring science communications support departmental policies and operational programs. The MSCC will promote potential synergies, minimise duplication and ensure compliance with DEC Science Division quality control processes (e.g. Science Project Plans). This will ensure the quality of the science and reporting is high, as well as ensuring the data and publications are accessible, appropriately distributed, stored and easily retrieved for future applications.

The MSP will take responsibility for annual reporting on marine science to DEC Corporate Executive and the Marine Parks and Reserves Authority as part of their audit processes.

2. MARINE SCIENCE PROGRAM PERFORMANCE MANAGEMENT

2.1 Introduction and rationale

Each scientist of the Marine Science Program is held accountable for the public funds that they are entrusted with administering. This accountability is delivered through compliance with departmental and divisional policies and procedures and is formalized through staff performance management policies (i.e. Employee Performance development Program (EDPD)). The EDPD process not only assures accountability, but ensures that expectations

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of staff and supervisors are clearly set out, agreed and documented, that projects are planned and documented so as to facilitate continuous improvement and a permanent record. The MSP also has reporting obligations to the Director, Science Division and the Marine Parks and Reserves Authority.

2.2 Science Project planning

Program Administration: Marine Science Program Business Plans

Annual Marine Science Program Business Plans (MSPBP) are produced each financial year and set out the projects, principal investigator, activities, outputs and planned expenditure of the MSP. The MSPBP reflects program, divisional and departmental priorities. The MSPBP includes an x-cel spreadsheet that details staff, salary and operational funding for each project. To ensure appropriate planning for each financial year, the Marine Science Program will consult with regions to develop an integrated annual marine science business plan and to determine the level of regional involvement, as part of the annual departmental 'business' planning processes.

The development of MSPBPs will begin in January each year and start with region and specialist branch consultations, followed by the completion of a draft MSPBP by 31 March each year to meet MPRA Audit Policy requirements. The draft MSPBP will be finalized by 30 May each year, published and distributed by 15 June.

Marine Science Project Administration

Science projects: The current science project administration procedures[1] of the Science Division are implemented in the MSP. These practices involve a formal two stage approvals process and annual progress reporting. A Science Concept Plan (SCP) that outlines the broad intent, relevance, outputs and budget of a project is submitted to the Science Division Science Management Team (SMT). If the project is considered to be a priority and achievable then the SMT approves the CP and directs that a Science Project Plan (SPP) be developed.

The SPP is a detailed account of the rationale, objectives, scientific methods, outputs (including communication and knowledge transfer outputs)[2], data management, personnel, timing, duration and budget of the project. A Gannt chart is required for all projects to facilitate project management[3]. In some cases the SMT requests that the SPP be peer-reviewed before being presented to the SMT for approval. Once approved the SPP is archived and the relevant details of the project are entered into a SPP meta-database. Any subsequent changes to the SPP must also be approved. Annual activities and outputs, as detailed in the SPP, are outlined in a Science Division Annual Research Activity Report which is published in August each year.

Principal investigator (PI)-level project planning is likely to be significantly more detailed than the above. This is to be determined by the PIs. Ensuring all of the above is carried out for each project is the responsibility of each PI.

MSP Core Projects/activities: In developmental programs such as the MSP there is a need to undertake projects/activities that are not scientific investigations but involve policy/procedural issues, building science capacity, strategic planning and co-ordination of external research (e.g. WAMSI Node 3) etc. These projects/actvities are defined as MSP core projects/activities. While not requiring the formal divisional approval processes of science projects, outlined above, these projects require project proposals to be developed outlining rationale, objectives, methods, outputs, timelines, outcomes and budget and approved by the Program Leader. The SPP proforma should be used to develop these projects. Gannt charts are required as above. Ensuring all of the above is carried out for each project is the responsibility of each PI.

Apart from the accountability issues outlined above an important guiding principle of project planning is to remember that MSP projects are departmental priorities not personal priorities. Consequently, in the event that staff

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[1] MSP Guideline No. 1 provides detailed descriptions of the above requirements.

[2] Science Division outputs are outlined in Appendix I.

[3] Gannt charts for SPP and MSP project management purposes should be relatively broad and include ~5 milestones and ~4 tasks per milestone and should be an abridged version of more detailed Gannt charts that the principal Investigators use for detailed project planning.

leave DEC in the middle of projects (this will happen from time to time), the projects will be reallocated to remaining MSP staff. This being the case, project planning and implementation needs to be well-documented so that staff taking over projects know what was originally proposed, what has been done so far, what outputs/milestones have been produced, what needs to be done and what the remaining budget is. While the mandatory SPP and annual activity/output reporting requirements assist, more detailed documentation of project implementation is required. This process ensures that DEC's investment and the efforts of staff who worked on these projects are not wasted and facilitates a smooth transition of projects to remaining/new staff. The adequacy of MSP staff's project planning is considered adequate if these conditions are met.

2.3   Staff Performance Management

Staff performance management is mandatory in DEC to ensure accountability for public funding, ensure staff and supervisors have an agreed understanding of what is expected, promote equity, provide a formal setting to discuss career aspirations and profession development needs. The Employee Performance Development Program (EDPD) involves an annual meeting in the last two weeks of July each year which:

- Reviews the past year's performance;
- Sets major goals for the next year;
- Identify learning and professional development needs; and
- Identify, discuss and resolve issues of concern.

Major goals should be **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**imely (i.e. **SMART** goals). Major goals will focus primarily on project outputs[4] but will include an annual project planning and reporting goal and can include PD goals if appropriate. Three copies of the project planning requirements, outlined above, are required from each PI: one each for the PL, PI and MSP library for future reference (to make a bound copy).

Monthly MSP meetings will be held to monitor progress and to help resolve any issues. The Gannt charts will be the principal tool used to monitor progress. A mid-year review will also be held between the PL and each staff member.

2.4   Reporting to SD Director

The performance assessment of the Marine Science Program is carried out at two levels: (i) Performance management, via the EDPD process, of the MSP Program Leader by the Director, SD and (ii) via Program assessment through an end-of-financial year 'Outputs and Expenditure' report against the MSP Business Plan to the Director, SD; formal reporting of activity against the SD Strategic Research Plan and the MSP contribution to the SD Annual Research Activity Report

2.5   Reporting to the MPRA

The MSP is required to report to the MPRA before and after each financial year to provide the MPRA with the opportunity to preview and review the outputs and expenditure of the MSP for each financial year. The MSP Business Plan provides the vehicle for the review stage and is required each year by 31 March. The MSP 'Outputs and Expenditure', mentioned above, provides the vehicle for the review stage and is required by 30 September each year.

2.6   Summary Table of Reporting Schedule

The table below summaries the annual schedule of MSP and staff performance management and reporting obligations. Further development of the reporting framework will be undertaken to streamline these processes particularly with regard to developing program/sub-program performance measures.

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[4] Science Division outputs are outlined in Appendix I.

Summary of MSP performance management and reporting requirements

Type	Clients	Date Due	Responsibility
Marine Science Business Plan	Director SD, MSP staff, Regions/Specialist Branches, MPRA	Draft- 31 March Final - 1 July	PL
Concept Plans	PL MSP; SMT	As appropriate	PIs
Science Project Plans	PL MSP, SMT	As appropriate	PIs
Pi-level project plan	PI, co-investigators, collaborators	31 July	PIs
MSP Staff Performance Management	PL MSP	Mid-year - by 15 December Final – by 15 July	PL, Senior staff
PL Performance Management	Director SD	June	Director SD
Update SPP d/base	Director SD , PL MSP, SMT	June	PL
SD Strategic Research Plan	Director SD	June	PL
SD Activity Report	Director SD	June	PL, MSP staff
NC Program report	Director , NC	June	PL
DEC Annual Report	Director, SDCA	June	PL, MSP staff
Marine Science Business Plan Preview	MPRA	31 March	PL
Marine Science Business Plan Review- 'Outputs and Expenditure' report	MPRA, Director SD	30 September	PL

APPENDIX I: FRAMEWORK FOR ASSESSING SCIENTISTS PRODUCTIVITY

OUTPUTS								
SCIENCE *What did we learn?*			**COMMUNICATION** *Who did we tell?*			**KNOWLEDGE TRANSFER** *What difference did it make?*		
Type	**Purpose**	**Importance rating[5]**	**Type**	**Purpose**	**Importance rating**	**Type**	**Purpose**	**Importance rating**
Science Project Plan[6]	Ensures projects are properly planned and approved. *Timing: prior to project starting.* *Expectation: See Staff Guideline #17l*	2	**Media interviews (radio/TV/print)**	Communicates research findings to wider community. *Expectation: Minimum of 1 in 5 years.*	1	**Advice (e.g. EIA) (verbal)**	Promotes best practice by DEC *Expectation: On-going, as & when necessary.*	1-2
Data report[7]	Ensures project data (incl. data quality statements) are accessible, archived and easily retrievable for alternative and future uses. *Timing: within 3-6 months of data collection ending.* *Expectation: For all approved SPPs*	4	**Pamphlets / Information sheets/ Newsletters etc**	Communicates research findings to key internal and external stakeholders and wider community. *Expectation: Minimum of 2 in 5 years.*	1	**Advice (e.g. EIA) (written)**	Promotes best practice by DEC. *Expectation: On-going, as & when necessary.*	2-5
Technical Report[8]	Ensures timely delivery of research findings and policy/planning/management implications for departmental purposes. *Timing: within 12 months of data collection ending.* *Expectation: Variable, depending on nature of research*	10	**Briefings/formal discussions etc (verbal)**	Communicates research findings to key stakeholders *Expectation: Minimum of 1 per year.*	1	**Planning/ Management guideline** (contributing author)	Promotes best practice approach to species and protected area management	1-5
Conference paper	Ensures accessibility and longevity of research findings to wider scientific community; promotes	14	**Web-based communications**	Electronic communication of research findings to	2	**Planning/ Management guideline** (primary	Promotes science-based approach to species and protected	10

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[5] Importance rating to be equitably 'shared' among contributors

[6] Externally refereed

[7] Data reports should document the what, why, when, where and how of the project and include summaries of data collected, data quality control statements, as per the SPP, and a record of the edited raw data archive location. Data reports should not contain results, discussion and implications for policy, planning and management.

[8] Externally refereed; Technical reports follow standard scientific reporting conventions plus a section on the implications for policy, planning and management.

	professional networks etc\n\n*Timing: as appropriate.*\n\n*Expectation: Minimum of 2 over 5 years*			wider community\n\n*Expectation: Minimum of 1 per year*		author)	area management\n\n*Expectation: Minimum of 1 per 5 years.*	
Journal paper[9]	Ensures accessibility and longevity of research findings to wider scientific community; promotes DEC science capability; reinforces science-based approach of DEC's conservation programs\n\n*Timing: within 3 years of data collection ending.*\n\n*Expectation: Minimum of 10 over a 5 year period*	24	Popular article (e.g. Landscope)	Communicates science findings to wider community\n\n*Expectation: Minimum of 2 over a 5 year period.*	5	Species and Protected Area management plans (contributing author)	Ensures science-based approach to conservation planning\n\n*Expectation: On-going, as & when necessary.*	1-5
Book chapter	Contribution to 'big picture' science\n\n*Timing: as appropriate.*\n\n*Expectation: Minimum of 1 over a 5 year period*	30	Milestone reports/final reports etc	Communicates progress to external funding agencies\n\n*Expectation: For all externally funded projects.*	5	Species[10] and Protected Area management plans (primary author)	Ensures science-based approach to conservation planning\n\n*Expectation: On-going, as & when necessary.*	10
Major review	Major update and summary of existing knowledge\n\n*Timing: as appropriate.*\n\n*Expectation: Minimum of 1 over a 10 year period*	40	Conference / seminar / lecture/ workshop abstract and presentation / poster/ formal field days	Communicates science findings to scientific community / stakeholders\n\n*Expectation: Minimum of 5 over a 5 year period*	5	Policy/strategy statement (contributing author)	Ensures science-based approach to policy/strategy development in DEC.\n\n*Expectation: On-going, as & when necessary.*	1-5
Book	Major contribution of new scientific knowledge\n\n*Timing: as appropriate.*\n\n*Expectation: Not expected but encouraged*	50				Policy/strategy statement (primary author)	Ensures science-based approach to policy/strategy development in DEC.\n\n*Expectation: On-going, as & when necessary.*	10

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[9] Multiplier could be used to reflect journal quality

[10] Includes species recovery plans and species management plans

PART I: EMPLOYEE PERFORMANCE DEVELOPMENT PROGRAM (EPDP)

PRE-INTERVIEW SELF REVIEW GUIDE

To help you prepare for your EPDP interview and get maximum benefit from it, the questions below are designed to help your thinking.   Think about your own personal performance, progress and plans for future improvement.   _Write out your answers to these prior to coming to your review session._   These should provide a useful personal reference during your interview.   You may also find it useful to view the EPDP Guidelines document.

1.   What have been my major accomplishments during the past 12 months?

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2.   Were there any key goals, which I did not achieve, or tasks and standards which I could have performed better, during the last 12 months?   Think of the reasons why.   (Review previous planning meeting notes)

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3.   Have my duties or responsibilities changed over the last 12 months?   Is my job description an accurate reflection of my current duties?   Yes   No

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4.   What are my major goals for the next 12 months?   How do these contribute to the major goals of the section?   What do I see as the major goals of the Section?   What are the major impacts your goals will make on the Departments objectives?   Refer to the specific Corporate, Division and Section goals to help you determine these.   Use specific letter and number codes to relate your goals to Corporate, Division and Section goals (eg D1.3 conduct five community consultation sessions by March 2001).

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5. In what aspect of my job do I feel I need more experience and training?   What are specific things I need to do in the next 12 months for my professional and personal development?

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6. What are my long range plans?   What type of work do I see myself doing five years from now?

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7. What are specific things my supervisor can do to help me achieve my goals and do my job better?

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8. What other qualifications, skills, competencies or experience do I possess that is currently being under or not utilised?

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PART II: EMPLOYEE PERFORMANCE AND DEVELOPMENT PLAN (EPDP) CONFIDENTIAL MEETING RECORD

COVER SHEET & INSTRUCTIONS

In addition to day-to-day communication, supervisors and employees are required to formally participate in an EPDP meeting once each year. Follow-up meetings to assess progress are recommended half-yearly, or more frequently if necessary. They may be formal or informal, and can be initiated by either the supervisor or the employee. EPDP meetings provide an opportunity for open and honest, accurately recorded discussions between the employees and their supervisors.

The annual meeting will:
- Review past performance
- Set goals for the next 12 months,
- Identify learning and development needs to enhance performance and meet career development needs,
- Identify, discuss and if possible, resolve any other work place-related issues that are likely to affect performance, career development or well being.

It is important to note that EPDP is a two-way communication and an opportunity for both supervisor and employee to discuss and agree on outcomes that will deliver enhanced work place performance aligned with the department's mission in a constructive and supportive environment.

Our Mission: Working with the community, we will ensure that Western Australia's environment is valued, protected and conserved, for its intrinsic value, and for the appreciation and benefit of present and future generations.

Prior to the EPDP meeting, as a supervisor you are to:

- Arrange mutually convenient time with the employee for an EPDP meeting.
- Retrieve local copy of the employee's last EPDP Meeting Record (including JDF or other record of job description/requirements), read and provide a copy to the employee.
- Be ready to discuss and provide an honest review of the employee's performance generally and in respect to previously set EPDP goals. Be prepared to comment on specific problems and/or achievements.
- Be ready to discuss and set with the employee clear performance goals, actions and skills required to complete those goals, and expected performance standards. These should be in accordance with Corporate, Division, Branch/Region and Section/District plans.
- Consider what learning and development opportunities would benefit the employee's performance and career development.
- Be ready to prepare a leave clearance plan with the employee.

As an employee, you are to:

- Consider your job description and last EPDP Meeting Record.
- Complete the EPDP Pre-Interview Self Review Guide at:
  http://calmweb.calm.wa.gov.au/drb/csd/hrb/personnel/epdp-Self%20Review%20Guide.pdf
- Be ready to discuss your performance generally and in respect to previously set EPDP goals.
- Be ready to discuss with and assist your manager in setting clear performance goals, actions and skills required to complete those goals, and expected performance standards.
- Be ready to advise on any learning and development/training needs, as well as any personal work-related aspirations.
- Be ready to discuss suggestions for workplace improvement or other issues of concern.

Note that the document can be completed electronically but can only be submitted electronically where all parties have electronic signatures.

Note that additional information can be included for each section by copying the relevant pages.

You are encouraged to access the **EPDP website** where this form plus other relevant information is available, at http://calmweb.calm.wa.gov.au/drb/csd/hrb/personnel/epdp.html

Note: For information about the Performance Management Standard please refer to the OPSSC website at http://www.opssc.wa.gov.au/hrm/standards/index.htm or contact the Manager People Services Branch on (08) 9334 0213.

Note: The original of this document is to be forwarded under confidential cover to People Services Branch. Copies of this document are to be retained by the employee and in a confidential local file held by the supervisor.

EPDP NOTIFICATION

AN EPDP MEETING IS DUE FOR THE FOLLOWING EMPLOYEE:

Surname:
Initials:
Employee#:
Position#:
Position Title:
Current Location:

Meeting Date:
Type of Meeting Due:

Supervisors Surname:
Supervisors Initials:
Supervisors Position:
Supervisors Location:

Note: this page is generated and completed by People Services Branch automatically unless a meeting is required in addition to the annual meeting.

PEOPLE SERVICES BRANCH (sign and date):

Manager Workforce Services: Signature _____ Date _____

Workforce Services Officer: Signature _____ Date _____

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1. EPDP REVIEW COMPONENT   MEETING DATE:

Aim: To review and evaluate, provide feedback, identify opportunities for improvement and recognise achievement in relation to employee performance over the agreed time-frame

☐ **If this is a new role for the employee for which no previous goals have been set, please tick or shade box and go straight to the Planning Component (Section 2).**

List the goals set during the **previous** Planning Component of the EPDP Meeting and assess the extent to which each goal was achieved. Recognise achievement and provide honest feedback about performance, including disappointments. Indicate whether target completion dates were met, and include reasons where goals were not fully achieved (these may relate to the employee's skills and abilities or other factors such as additional unanticipated work priorities). Where relevant, discuss and record how future performance might be improved, ensuring results are incorporated into future performance and/or learning goals.

GOAL	Target date	ACHIEVEMENT / REVIEW (include reasons if goal not fully achieved)

1. EPDP REVIEW COMPONENT (cont)

When commenting on overall performance, include performance strengths and areas where improvement is required, as necessary.

Where performance improvement is required, ensure that this is addressed through setting appropriate future performance and/or learning goals.

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Supervisor comment on overall performance:

Employee comment on overall performance:

2. EPDP PLANNING COMPONENT   MEETING DATE:

Aim: *To identify key performance goals, and actions and skills required to meet these to the required standards in the agreed timeframe.*

Identify and list key performance goals to be achieved over the agreed timeframe. These may relate to specific projects or to more general ongoing requirements and responsibilities, but all must be measurable and achievable, and related to Corporate, Division, Branch/Region and District/Section plans. It may be necessary to carry over or modify some of the key performance goals from the previous EPDP meeting; refer to these (see Review Component) when identifying new goals during the Planning Component of the meeting. Refer also to Skills Checklist as necessary.

GOAL – this should incorporate the performance standard, i.e. how well an employee must perform	Target date	Actions/skills required and by whom

3. EPDP DEVELOPMENT & LEARNING COMPONENT   MEETING DATE:

Aim: To identify goals and actions that will enable employees to develop their skills and meet their performance goals and career aspirations.

☐ **If no additional training and development is required, please tick or shade box and go straight to Career Aspirations further down page.**

Have the outcomes/skills provided as a result of the completion of the structured training listed as an action item under this Section in the previous meeting been incorporated into the goals (Section 2: Planning Component) for this meeting?   ☐ yes   ☐ no   ☐ n/a

Please refer to Planning and Review Components of this current EPDP meeting, and Development and Learning Component from the previous EPDP meeting, as these may assist in determining new learning and development goals. Refer also to Skills Checklist as necessary.

Please provide key details below so that this page can be copied to Organisational Learning and Development Section to record and provide further information or facilitate nomination for training.

Employee Name:	Employee No:	Email:		Location:	Phone No:	Supervisor:
Structured Training Course Name		**Describe the specific outcomes/skills that this course will provide for this person's performance enhancement and/or career development**				**Date to be achieved by**

ON-THE-JOB LEARNING AND TRAINING GOALS including addressing skills and competencies requiring improvement, new skills and competencies, acting arrangements, secondment, transfer, etc.	Date to be achieved by

CAREER ASPIRATIONS (completion of this section is not compulsory)

What are this person's career aspirations (where to from here? what type of work is preferred?) and what needs to be done by the employee and the supervisor to achieve these?

Now:	2+ years from now:

4. EPDP FINAL COMPONENT   MEETING DATE:

JOB DESCRIPTION FORM

Is the JDF up-to-date? (Please tick or shade relevant box):   ☐ yes   ☐ no
If no, supervisor and manager are to re-draft as soon as possible and forward to People Services Branch for review and registration.

CODE OF CONDUCT - This employee has read and acknowledges the Code of Conduct. (Please tick/shade relevant box):   ☐ yes   ☐ no

LEAVE CLEARANCE PLAN - Over the next 12 months, the following leave is to be cleared:

Leave Type	Number of weeks	Approx dates
Annual Leave		
Long Service Leave		
Other (eg. Fire)		

EMPLOYEE & SUPERVISOR GENERAL COMMENTS (include comment on how supervisor/employee can continue to build the working relationship as required)

Supervisor comments	Employee comments

PERFORMANCE MANAGEMENT ASSISTANCE

Has it been identified that the employee is not performing his or her functions to a reasonable standard? (Please tick or shade relevant box): ☐ yes ☐ no

If yes, please ensure that this is addressed immediately by consulting with the Manager People Services Branch to determine whether a sub-standard performance process should be implemented.

CERTIFICATION

*Supervisor name:	Signature:	Date:
Employee name:	Signature:	Date:
Manager name:	Signature:	Date:

*Note: A copy of this document is to be kept on confidential local file held by the supervisor & the original is to be forwarded to People Services Branch.