



Situations where application of achievement relative to opportunity may be relevant include, but are not limited to:

- Carer responsibilities such as looking after children, parents, extended family, housemates, friends, or those who need support in broader communities.
- Ill health, disability or medical conditions whether temporary, episodic or permanent
- Career interruptions related to parental leave, working in a different field or late entry to academia.
- Part-time, working from home and other working arrangements.
- Increased stress and/or anxiety as a result of the Summer bushfires 2019-2020 or COVID-19 2020 pandemic such as:
 - Having family or friends who have lost their businesses
 - Friends, family etc. who are overseas
 - Family members passing away (locally and overseas)
 - Pregnancies and births (locally and overseas)
 - Caring for people that are ill or supporting carers.
 - Caring for children who are learning at home.
 - Being called away for extraordinary emergency duties such as bushfire recovery or health expertise duties such as the Army Reserve or State Emergency Services.
 - Financial distress through loss of family income.
 - Physical and psychological abuse
 - Mental health issues
- Work-related situations
 - Added workload because of the abrupt transition to online classes
 - Added workload because of the size and/or nature of courses taught
 - Unable to start new projects or collect data
 - Unable to progress projects or collect data because co-authors have been adversely affected
 - Changes to journal Special Issue deadlines

The many dimensions of the COVID-19 pandemic's human costs will not be fully understood for years to come, and the scope and relevance of ARO should be periodically evaluated.

When and how should staff provide information on their achievement relative to opportunity?

All UNSW Business School staff can use the ARO guidelines to contextualise their achievement relative to opportunity, and in doing so, provide a narrative that captures the adversities created by the crises and the impact of these. Information provided is only used for assessing work-related achievements. Confidentiality of this information will be maintained and shared only with the permission of the staff member presenting the information.

Application of achievement relative to opportunity and performance

