

# Performance Review and Development Program Procedure

<b>Policy code:</b>	PC1263
<b>Policy owner:</b>	Director, People and Culture
<b>Approval authority:</b>	Chief Operating Officer
<b>Approval date:</b>	30 November 2023
<b>Next review date:</b>	13 June 2026

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## Purpose

To support the University's commitment to providing a productive and satisfying work environment.

To state the University's commitment to the implementation of an effective process of performance review and development which links the performance and development of the individual employee to the strategic priorities, objectives and values of the University and relevant Portfolio/School/Directorate/Section.

The purpose of the Procedure is to:

- describe the implementation requirements of the University's Performance Review and Development Program (PRDP);
- describe the process for salary incremental advancement; and
- describe the roles and responsibilities of PRDP Supervisors and employees in the implementation of the PRDP.
- alignment of objectives to the School/Directorate/University's strategic priorities using the Living Values Charter and corresponding behaviours to underpin performance.

## Scope

This Procedure applies to all full-time and part-time employees of the University employed:

- on a fixed-term appointment for more than one year; or
- in a continuing appointment.

Employees occupying a position of less than twelve months' duration, including sessional and casual employees, are encouraged to participate in the PRDP or an abbreviated version thereof.

## Definitions

Term	Definition
<b>Achievement</b>	Completion of performance objective and associated tasks to the quantity or quality standard determined by the performance indicator/s. Examples of achievements may include research publications, consultancy projects, commercial activity, student feedback and projects completed.
<b>Anniversary date</b>	The date upon which the achievement of twelve months continuous service occurs following entry into a classification level via appointment, promotion or reclassification to the relevant level.
<b>Objective</b>	Specifies what needs to be achieved. It is recommended that the SMART methodology is used when defining performance objectives: <ul style="list-style-type: none"> <li>• specific, i.e. clearly defines what needs to be achieved;</li> <li>• measurable, i.e. specify how the objective will be measured;</li> <li>• achievable, i.e. the objective is realistic given workload and classification level for example;</li> <li>• relevant, i.e. the objective is aligned to the strategic objectives and priorities of the University and relevant Portfolio/School/Directorate and the employee's position description; and</li> <li>• timed, i.e. a defined timeframe for the achievement of the objective.</li> </ul>
<b>Performance indicator</b>	The measurement/s that determine whether the performance objective has been achieved. It also guides the employee during the execution of the performance objective in terms of the quantity and quality standards expected.
<b>Performance management</b>	The process whereby the University manages the achievement of its strategic priorities and objectives by ensuring alignment between the University and Portfolio/School/Directorate strategic objectives and the performance and professional development of individual employees. The process also includes monitoring and reviewing the performance and professional development of employees.
<b>Performance plan</b>	Documents the performance objectives with associated tasks to be achieved during the PRDP cycle and the performance indicators and target dates for each objective. Performance plans must be developed within the designated workload of the employee.

<b>Performance Review and Development Program</b>	<p>The University's performance management process whereby:</p> <ul style="list-style-type: none"> <li>the strategic priorities and objectives of the University and relevant Portfolio/School/Directorate are aligned to the performance and professional development of employees;</li> <li>PRDP Supervisors clarify duties, responsibilities and expectations for employees;</li> <li>PRDP Supervisors and employees meet to plan, monitor and review performance and professional development; and</li> <li>satisfactory performance and development are linked to salary incremental advancement for eligible employees.</li> </ul>
<b>Natural Justice</b>	<p>This refers to a person's entitlement to know of any detrimental comments made about his/her performance, by whom they were made, and having the opportunity to respond and be heard.</p>
<b>Objective</b>	<p>Specifies what needs to be achieved. It is recommended that the SMART methodology is used when defining performance objectives:</p> <ul style="list-style-type: none"> <li>specific, i.e. clearly defines what needs to be achieved;</li> <li>measurable, i.e. specify how the objective will be measured;</li> <li>achievable, i.e. the objective is realistic given workload and classification level for example;</li> <li>relevant, i.e. the objective is aligned to the strategic objectives and priorities of the University and relevant Portfolio/School/Directorate/Section and the employee's position description; and</li> <li>timed, i.e. a defined timeframe for the achievement of the objective.</li> </ul>
<b>Performance Plan</b>	<p>Documents the performance objectives with associated tasks to be achieved during the PRDP cycle and the performance indicators and target dates for each objective. Performance plans must be developed within the designated workload of the employee.</p>
<b>Performance Review and Development Program</b>	<p>The University's performance management process whereby:</p> <ul style="list-style-type: none"> <li>the strategic priorities and objectives of the University and relevant Portfolio/School/Directorate/Section are aligned to the performance and professional development of employees;</li> <li>PRDP Supervisors clarify duties, responsibilities and expectations for employees;</li> <li>PRDP Supervisors and employees meet to plan, monitor and review performance and professional development; and</li> <li>satisfactory performance and development are linked to salary incremental advancement for eligible employees.</li> </ul>
<b>PRDP cycle</b>	<p>The period of time over which the PRDP occurs. The PRDP cycle consists of three stages and each stage occurs during a specified period.</p>
<b>PRDP Supervisor</b>	<p>An employee who has designated responsibility for managing and/or overseeing the performance and development of other employees.</p> <p>In consultation with the Deputy Vice-Chancellor Academic and following the Vice-Chancellor's approval, deans may delegate an academic employee classified at Level C or above as the PRDP Supervisor of</p>

	academic employees within schools. Wherever possible, PRDP Supervisors shall be competent in the areas of expertise of the academic employees for whom they are PRDP Supervisors.
<b>Professional development plan</b>	Documents the professional development, training, industry and/or vocational knowledge development objectives for the PRDP cycle. For each objective, the strategies to achieve the objective and the resources required are documented.
<b>Salary incremental advancement</b>	Movement of an employee's salary to the next highest salary point within their current classification level in recognition of satisfactory performance and the acquisition and application of new knowledge and skills as demonstrated during the PRDP.
<b>Salary incremental review</b>	A review conducted for an eligible employee to determine whether a salary incremental advancement is recommended, not recommended or deferred.
<b>Tasks</b>	Activities the employee needs to undertake in order to achieve the objective/s.
<b>Unsatisfactory performance</b>	Types of conduct or action by employees that will result in their ongoing employment being reviewed because of, but not limited to, inefficiency, poor or underperformance or negligence or failure in the performance of the specified duties of the position held.
<b>Work plans (VET teaching staff only)</b>	Plans that specify annual negotiated workload comprising: <ul style="list-style-type: none"> <li>• scheduled teaching hours;</li> <li>• scheduled non-teaching hours; and</li> <li>• negotiated unscheduled non-teaching hours.</li> </ul>

## Actions

### Annual Performance Review and Development Program Cycle

The PRDP is an annual process and coincides with the University's annual planning cycle. The PRDP consists of three stages which occur during specified periods of the annual PRDP cycle:

Stage	Action	Period
Stage 1	Performance and Professional Development Planning	October until February
Stage 2	Monitoring Objectives	March until September
Stage 3	Performance and Professional Development Review	October until December

People and Culture will communicate the commencement of the annual Performance and Professional Development Planning (Stage 1) and Review (Stage 3) stages of the PRDP cycle. The Deputy Vice-Chancellors, Deans and/or Directors may set specific timeframes, within the specified periods of the three PRDP stages, for their Portfolio/School/Directorate for the completion of the stages and associated steps to meet their operational needs.

PRDP Supervisors are responsible for implementing the PRDP for an employee appointed on probation immediately after the employee has successfully completed the probationary period. If and when the completion of

the probationary period does not coincide with the specified time period of Stage 1, i.e. Performance and Professional Development Planning, of the PRDP cycle, the PRDP cycle should be adjusted to align with the University's annual PRDP cycle. It is the responsibility of the Dean/Director to inform People and Culture of the successful completion of an employee's probationary period.

## Implementation of the PRDP

### 1. Preparatory Steps

#### 1.1 Communication of Strategic Priorities

The performance and professional development objectives of employees must be aligned to the strategic priorities and objectives of the University and the relevant Portfolio/School/Directorate.

The Deputy Vice-Chancellors, Pro-Vice Chancellors, Deans, Directors and PRDP Supervisors are responsible for ensuring that all employees have an understanding of the University and relevant Portfolio/School/Directorate strategic priorities and objectives.

#### 1.2 Position Descriptions

PRDP Supervisors must ensure that each employee for whom they have supervisory responsibility has an accurate and up-to-date position description that clearly outlines the duties, responsibilities and expectations of the position. Position descriptions should be aligned to the University's Strategic plan with the individual values and behaviours enabling the achievement of the University's strategic priorities and objectives.

### 2. Implementation of the Stages of the PRDP

The University's online PRDP system facilitates the implementation of the PRDP. It is compulsory for all continuing employees, fixed-term employees employed on a contract for more than one year and their PRDP Supervisors to use the online system. PRDP Supervisors are responsible for facilitating access to the online PRDP system for employees with limited or no regular access to computers and, where required, assist employees with using the online PRDP system.

The PRDP will be implemented in accordance with the principles of fairness and equity. Any review of performance and development will be based on the relevant position description and the expected outcomes of the position in relation to the strategic priorities and objectives of the Portfolio/School/Directorate/Section and the University's Charter.

Casual and sessional employees and fixed-term employees employed for a period of less than twelve months may use the paper-based process.

#### 2.1 Stage 1 – Performance and Professional Development Planning

The purpose of Stage 1 is for the employee and PRDP Supervisor to develop and agree on performance and development objectives, tasks and performance indicators for the PRDP cycle and to describe how the employee plans to align these with the School/Directorate/University's strategic priorities and the corresponding values and behaviours detailed in the Living Values Charter.

For VET teaching staff, performance and professional development objectives should be developed in conjunction with the annual work plan.

The following steps must be completed during this stage:

Step	Action
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Employee drafts objectives	<p><b>Draft performance objectives using the Performance Plan:</b></p> <ul style="list-style-type: none"> <li>The employee is responsible for drafting between three to five performance objectives. In some positions, more than five performance objectives may be appropriate.</li> <li>Objectives must align to the position description and strategic objectives of the University and Portfolio/School/Directorate. Where appropriate, performance objectives may be linked to the employee's professional development and/or training objectives.</li> <li>Objectives must also include detail of the values that have enabled achievement of the objectives and linked to the University's strategic priorities.</li> <li>Tasks and performance indicators must be developed for each objective.</li> <li>Target dates must be set for each objective.</li> </ul> <p><b>Draft professional development and/or training objectives using the Professional Development Plan:</b></p> <ul style="list-style-type: none"> <li>The employee is responsible for identifying and drafting professional development, training and, where appropriate, industry/vocational knowledge development objectives. These objectives must be aligned to the employee's position and within the ambit of the classification level, and must also be aligned to the priorities of the University and Portfolio/School/Directorate. Where appropriate, the objectives may be aligned to the employee's performance objectives.</li> </ul>
PRDP Supervisor confirms objectives with employee	<ul style="list-style-type: none"> <li>The PRDP Supervisor is responsible for reviewing and, where necessary, amending the performance and development objectives, tasks and performance indicators drafted by the employee.</li> <li>The PRDP Supervisor is responsible for meeting with the employee to confirm the performance and development objectives for the PRDP cycle.</li> <li>The sign-off for professional development and/or training resources must be endorsed by the Dean/Director.</li> </ul>
Employee signs off on objectives	<ul style="list-style-type: none"> <li>The employee must sign off on the agreed performance and development objectives for the PRDP cycle within 14 days from meeting with their PRDP Supervisor.</li> </ul>

## 2.2 Stage 2 – Monitoring Objectives

During the period between conducting Performance and Professional Development Planning (Stage 1) and the Performance and Professional Development Review (Stage 3), employees must work towards achieving the agreed performance objectives and implement their Professional Development Plan.

During the annual PRDP cycle, the PRDP Supervisor and employee should meet regularly to:

- monitor performance and professional development progress;
- provide and/or receive feedback; and
- identify any issues that may impact on the currency of the objectives.

It is recommended that at least one monitoring review be conducted during the PRDP cycle to monitor performance and professional development progress.



## 2.3 Stage 3 - Performance and Professional Development Review

The purpose of Stage 3 is for the PRDP Supervisor and employee to review the employee's achievement or non-achievement of the performance and development objectives, including the effectiveness of any professional development and/or training undertaken, during the PRDP cycle.

The following steps must be completed during this stage:

Step	Action
Employee conducts a self-assessment	<ul style="list-style-type: none"> <li>The employee is responsible for conducting a self-assessment reflecting on achievements and any mitigating circumstances that may have impacted on their performance and professional development.</li> <li>Where appropriate, academic and VET teaching staff should reflect upon student feedback.</li> <li>The employee should complete this step in a timely manner to ensure progression of the review within the prescribed timeframe.</li> </ul>
PRDP Supervisor conducts an assessment	<ul style="list-style-type: none"> <li>The PRDP Supervisor is responsible for conducting an assessment of the employee's performance and professional development taking the following into consideration:</li> </ul>
	<ul style="list-style-type: none"> <li>achievement or non-achievement of performance objectives;</li> <li>acquisition and application of additional knowledge and skills within the ambit of the classification level and priorities of the University and Portfolio/School/Directorate (including the effectiveness of any professional development and/or training undertaken); and</li> <li>mitigating circumstances.</li> </ul>
	<ul style="list-style-type: none"> <li>The PRDP Supervisor is responsible for formally meeting with the employee to provide feedback on their assessment of the employee's performance and development during the PRDP cycle.</li> </ul>
	<ul style="list-style-type: none"> <li>The PRDP Supervisor should complete this step in a timely manner to ensure progression of the review within the prescribed timeframe.</li> </ul>
Employee signs off on final review	<ul style="list-style-type: none"> <li>The employee must sign off on the final review conducted by the PRDP Supervisor within 14 days from meeting with their PRDP Supervisor.</li> <li>If the employee does not agree with the outcome of the final review, s/he may invoke the StaffGrievancePolicy and <a href="#">Staff Grievance Procedure</a>.</li> </ul>

## Salary Incremental Review

Continuing and fixed-term employees may be eligible for salary incremental advancement, that is movement to the next incremental salary point within a classification, if the employee:

- is in receipt of a salary that is less than the maximum step for their classification level; and
- has completed twelve months' continuous service with the University following entry into the classification level or the most recent salary incremental advancement.

Salary incremental advancement for eligible employees will occur only when an employee has:

- participated in the PRDP during the past 12 months;
- demonstrated satisfactory performance in accordance with their Performance Plan; and

- acquired and used additional skills, experience and knowledge in accordance with their Professional Development Plan and, where relevant, the objectives of the Portfolio/School/Directorate and University.

For VET teaching staff, salary incremental advancement is also dependent on the employee obtaining a relevant approved teaching qualification if they do not hold such a qualification.

PRDP Supervisors are responsible for conducting salary incremental reviews for eligible staff using the University's online PRDP system. The following steps must be completed:

Step	Action
PRDP Supervisor recommendation	<ul style="list-style-type: none"> <li>• The PRDP Supervisor conducts a Salary Incremental Review for the eligible employee providing advice on whether a salary incremental advancement is recommended, not recommended or deferred.</li> <li>• If a salary increment is not recommended, the PRDP Supervisor is responsible for informing and seeking endorsement from the Deputy Vice-Chancellor, Pro-Vice Chancellor, Dean or Director (if the PRDP Supervisor is not at this level).</li> <li>• For VET teaching staff, salary incremental advancement can only be deferred where the employee has been provided with sufficient notice and mentoring, guidance and support to enable improvement in performance, being at least three months before a decision is taken.</li> <li>• The PRDP Supervisor must meet with the employee to inform him/her of the salary incremental advice and to provide reasons for the advice.</li> <li>• The PRDP Supervisor must complete the Salary Incremental Review and inform the employee of the outcome of the Review at least six weeks prior to the employee's anniversary date.</li> </ul>
Employee sign-off	<ul style="list-style-type: none"> <li>• The employee is responsible for acknowledging and signing off on the salary incremental review and advice.</li> <li>• The employee must acknowledge and sign off on the advice within 14 days from receiving the advice.</li> </ul>

## Accelerated Incremental Advancement (Academic and General Staff)

- In exceptional circumstances, a PRDP Supervisor may recommend an accelerated incremental advancement for an employee who has demonstrated outstanding performance/achievement in the previous twelve months using the prescribed form to outline the outstanding performance/achievement.
- The relevant Dean/Director must agree to and endorse the recommendation for accelerated incremental advancement and forward this to the relevant or Deputy Vice-Chancellor for endorsement.
- The Vice-Chancellor (or nominee) must provide a final approval for the recommendation of an accelerated incremental advancement.
- An approved accelerated incremental advancement is limited to the anniversary date of an employee and shall only be granted after an employee has served twelve months at an increment level. An approved accelerated incremental advancement is limited to one additional increment within a classification level.

## Staff Responsibilities

The Vice-Chancellor, Deputy Vice-Chancellors, Pro-Vice Chancellor, Deans and Directors are responsible for implementing the PRDP in their Portfolio/School/Directorate. The effective implementation of the PRDP in



Portfolios, Schools, Directorates will be reviewed annually with the Vice-Chancellor, Deputy Vice-Chancellors, Deans and Directors as part of their annual PRDP.

**PRDP Supervisors** are responsible for:

- completing PRDP Policy and Procedure and online system training;
- ensuring employees for whom they have PRDP responsibility understand the purpose and implementation requirements of the PRDP;
- implementing the PRDP for employees for whom they have PRDP responsibility;
- providing ongoing performance and development feedback and support to employees;
- reviewing employees' performance objectively and in a manner that is free from any biases;
- appropriately acknowledging good performance; and
- implementing immediate remedial action where unsatisfactory performance is identified.

**Employees** are responsible for:

- completing PRDP Policy and Procedure and online system training;
- actively participating in the PRDP;
- preparing for Performance and Professional Development Planning and Review discussion with their PRDP Supervisors;
- listening to and considering feedback; and
- undertaking agreed actions to improve performance.

**People and Culture** is responsible for:

- providing advice on the PRDP Policy and Procedure;
- conducting PRDP Policy and Procedure training bi-annually;
- conducting online system training bi-annually;
- conducting Performance Planning training bi-annually; and
- providing regular reports on the status of the implementation of the PRDP to the Deputy Vice-Chancellors, Deans and Directors.

Portfolios/Schools/Directorates can also request training from People and Culture.

## Grievance

An employee may invoke the [Staff Grievance Procedure](#) where s/he considers that s/he has been treated unfairly in the application of the PRDP Policy and Procedure, e.g. by an unfair or biased evaluation of performance.

## Responsibilities

The Director, People and Culture is responsible for the maintenance of this Procedure.

## Legislative Context

- Federation University Australia Act 2010

## Policy Base

- [Union Enterprise Agreement](#), Academic and General Staff Employees.
- [Federation University Australia TAFE Teaching Staff Agreement 2019](#)
- [People and Culture Policy](#)

## Associated documents

- Staff Grievance Policy
- [Staff Grievance Procedure](#)
- Employment Probation for General Staff and TAFE Teachers Policy
- Employment Probation for General Staff and TAFE Teachers Procedure
- Academic Probation Higher Education Policy
- [Academic Probation \(Higher Education\) Procedure](#)
- [Professional Development Procedure](#)

## Forms/Record keeping

Copies of the performance plan and professional development plan are retained in the online PRDP system.

The paper-based system may be used for casual/sessional employees and employees employed on a contract of less than twelve months. The record keeping for the paper-based system requires that the performance plan and the professional development plan are signed by both parties to indicate agreement with the content. A copy is given to the employee and a copy is retained by the Portfolio/School/Directorate in a confidential PRDP file for casual/sessional employees or a copy is sent to People and Culture for filing if the employee is employed on a contract of less than twelve months. Performance plans and professional development plans should be retained for at least two years.

## Implementation

This Procedure will be implemented using the following strategies:

- Communication on FedNews.
- Memorandum from the Director, People and Culture to the Deputy Vice-Chancellors, Deans and Directors.
- Training sessions.