



STAFF PERFORMANCE AND DEVELOPMENT REVIEW (PDR)

Policy and Procedures

DEFINITIONS

Terms in this document, for which definitions are not provided in the text or may not be self-evident or for which usage at ACC may differ to that in other higher education institutions are as follows:

Award: Minimum conditions of employment for may be defined in registered agreements, awards or legislation. A modern **Award** sets out the minimum employment entitlements for the majority of employees in a particular industry or occupation. An **Enterprise agreement** sets employment entitlements for employees of a particular employer or group of employers. When a business has a registered agreement in place and it covers the work that the employee does, then the minimum pay and conditions in the agreement will apply. If there's no registered agreement that applies and an award covers the employer and the work the employee does, then the minimum pay and conditions in the award will apply. In the case of the ACC the following Awards apply: **Higher Education Industry, Academic Staff, Award 2020; and Higher Education Industry—General Staff—Award 2020.**

Performance and Development Review (PDR): the process of managing employee performance, the setting of objectives and performance indicators for the period ahead, providing feedback and identifying and planning employee development needs.

Employee/Staff: These are terms used interchangeably in this Policy and Procedure to refer to staff who are employees of the ACC or one of its controlled entities on a full-time, fractional full-time or casual basis, other than those employed for periods of less than 6 months.

NOTE: *Staff who have a full-time or fractional full-time work contract for a limited period of time are not classified as having a casual work contract. Staff with a casual work contract may be engaged in circumstances where there is no continuing position available, there is no commitment to continuous engagement and a non-recurring requirement for labour is being met. Members of staff with a casual work contract may be engaged for either a short or long period; they may be required to perform either a wide or a narrow range of duties; and the number of hours worked per week may be less than, equal to or greater than the hours worked by a member of staff with a full-time work contract.*

The term 'employee' or 'staff' excludes persons whose services are being provided to the ACC or one of its controlled entities on a contract basis as an employee of another higher education provider or organisation or as a self-employed person. Such persons may provide learning and teaching services, (such as 'visiting', 'exchange' or 'seconded' staff from another organisation and also 'Conjoint' or 'Adjunct' staff), security services, maintenance services, catering services, consultancy services, programming services, or other types of services. (Ref: TEQSA and HEIMS Glossary of Terms)

Supervisor: The staff member assigned supervisory responsibilities for less senior staff and who will be responsible for conducting PDRs for those staff as deemed appropriate by the relevant College Executive Member (General Manager, Academic Dean or Academic Service Manager).

PURPOSE

The purpose of the following Policy and Procedure is to outline the objectives, principles and process of individual staff Performance and Development Review.

SCOPE

This PDR Policy and Procedure is applicable to all academic and professional staff who are 'employees' of the ACC, at all levels of the organisation, as defined in the Definitions section above under 'Employee/Staff', other than those employed on a short term basis of less than 6 months.

POLICY STATEMENT

1. The aims of the PDR Policy are to facilitate and promote improvement in organisational outcomes through the effective management of employee performance, to enhance the job satisfaction of employees, and to advance and support the career development of employees. Managing and reviewing employee performance and fostering their career development are deemed critical elements in achieving the College's priorities and its overall success.
2. PDR is designed to ensure facilitation of discussions between staff and their supervisors in order to provide feedback on performance during a specified employment period and agree on future performance goals and areas for development that align with the College's Strategic and Operational Plans and other relevant support plans. Such support plans may include the Learning and Teaching Plan, Domestic and International Market Development Plan, Financial Plan and so forth.
3. Accordingly, discussion will not only focus on an individual's performance and aspirations but will also include discussion of College plans for more effective or efficient work strategies and systems or process improvements and any organisational impediments to individual achievement.
4. The PDR process is to be consistent with equity principles and policies.
5. At the operational level, PDR serves to:
 - a. Encourage dialogue between the employee and their supervisor that enables regular and ongoing feedback to both parties;
 - b. Review performance against previously set objectives;
 - c. Establish objectives to guide the work of the employee throughout the year or other agreed employment period. For academic staff, objectives need to be consistent with the staff member's approved work profile;
 - d. Identify development and education needs to assist employees in taking responsibility for their career development;
 - e. Provide an opportunity to discuss the College's plans, values and standards;
 - f. Identify possible ways of improving the way in which the job of the individual staff member is structured
 - g. Identify and acknowledge staff for excellence in performance which contributes positively to objectives specified in approved College plans;
 - h. Identify and manage potential barriers to satisfactory performance;
 - i. Formulate and implement improvement strategies in cases where the performance of employees is below that expected from the classification level descriptions in terms of quality or extent of performance; and
 - j. Ensure fairness and due process as well as effective outcomes when dealing with demonstrated unsatisfactory performance
6. Whilst the supervisor is responsible for conducting PDR for relevant employees, each employee is responsible for:
 - a. Consulting with their supervisor, seeking advice and expressing views about any aspect of their work;
 - b. Providing input on performance objectives and planning performance enhancement strategies;
 - c. Self-assessing achievements against approved objectives;
 - d. (For academic staff), providing a current Academic CV and Portfolio;

- e. Seeking clarification on job expectations;
- f. Seeking opportunities and taking responsibility for ensuring that their development and career advancement needs are met;
- g. Actively participating in an annual PDR discussion and drafting a plan in readiness for the PDR discussion
- h. Treating their supervisor in a fair and respectful manner.

PROCEDURES

The following procedures apply and should be read in conjunction with relevant awards, in particular **Higher Education Industry, Academic Staff, Award 2020, and Higher Education Industry—General Staff—Award 2020**.

1. General Principles

- a. Performance reviews are mandatory and are expected to be conducted at least annually, unless the review is postponed by mutual agreement due to extenuating circumstances or in the instance where employees are engaged for a shorter period than one year, in which case a shorter than annual period may be required.
- b. Employees who are on a probationary period may be required to have a review conducted earlier, as outlined in the College Policy on *Recruitment, Selection and Appointment*.
- c. Supervisors may request earlier or more frequent performance reviews to allow for more timely feedback, counselling or required due to identification of remedial action.
- d. Supervisors should maintain regular contact and meetings with those staff under their supervision.
- e. It is the responsibility of the supervisor to initiate and complete the review process.
- f. Employees will be provided with sufficient time and notice to prepare appropriately for the performance review session.
- g. All employees will be provided with performance review training prior to their first review process. This will be arranged by the General Manager for both professional and academic staff.
- h. Information pertaining to the Performance review must be valid, relevant and factual. All information collected should represent the body of work conducted over the previous 12 months or other agreed shorter employment period.
- i. All performance review documentation will be recorded and retained on file by the General Manager. Staff members involved in the review process will be provided with copies of all documentation.
- j. With respect to Underperformance:
 - Supervisors will not wait until the annual PDR meeting to address underperformance issues.
 - Where underperformance is identified, the supervisor will set objectives and reasonable timeframes within which improvements are to be achieved.
 - The supervisor will closely monitor the work and communicate frequently with the employee.
 - The employee will be provided with the opportunity and assistance to address underperformance.
 - Where there is evidence that underperformance has not been remedied through this process, the procedure for addressing unsatisfactory performance specified in an employee's contract of employment will be followed.

2. Performance Review Procedures

2.1. New Staff

- a. The General Manager, responsible for the Human Resources Management function of the College will arrange for performance review training for all staff with supervision responsibility and will ensure a comprehensive overview of performance review requirements for all staff through staff induction processes.
- b. Supervisors will make contact with relevant employees to arrange a time to meet to highlight position responsibilities and College expectations for the coming year. College goals and key performance indicators (KPI's) will be explained in detail, and individual performance targets and professional development opportunities will be agreed for the forthcoming twelve (12) months or other relevant period.
- c. Professional development opportunities will be discussed with specific reference to the College's Strategic priorities, Operational Plan and other relevant supporting plans.
- d. Each supervisor will provide a completed Performance and Development Review for employees to the General Manager for appropriate recording.

2.2. Continuing Staff

- a. Each year, at a specified time, supervisors will arrange a mutually beneficial time to meet with individual staff for the purpose of Performance and Development Review for the preceding 12 months (or shorter period in relevant instances) and also to highlight College expectations for the coming year and determine individual goals, KPI's and professional development opportunities.
- b. The Performance Review will begin with an initial assessment, by the supervisor and the employee, of the extent to which previously agreed Performance and Development goals and KPI's had been attained.
- c. In the event that previously agreed goals and KPI's have not been met, the supervisor and employee will seek to determine and record why this has occurred and discuss possible remedial action, with the focus on impediments at both the organisational and individual level. If, on the other hand, goals and KPI's have been attained and/or performance has exceeded expectations, key success factors will be identified.
- d. Upon completion of a Performance and Development Review, the supervisor and employee will sign the relevant PDR form and provide it to Human Resources.
- e. Formal PDR records will be kept on individual staff files and will be accessible to staff members for career advancement or promotion purposes.

IMPLEMENTATION and MONITORING

1. The General Manager will have oversight of the Staff Performance and Development Review Policy and Procedure and ensure that appropriate training in Performance and Development Review is provided to all supervisory staff and employees (new and continuing) of the College.
2. The General Manager will also be responsible for delegation of responsibility for the conduct of PDR to the Academic Dean and the Academic Services Manager as appropriate.
3. The President will be responsible for managing, conducting and monitoring the PDR process for the Senior Management of the College (General Manager, Academic Dean and Academic Services Manager).

RELATED POLICY DOCUMENTS

- Staff Induction and Professional Development Policy and Procedures
- Staff Recruitment, Selection and Appointment Policy and Procedures
- Code of Conduct
- Grievance Management (Staff) Policy and Procedures

- Conflict of Interest Policy and Procedures
- Equity and Anti-Discrimination Policy
- Delegations Policy

VERSION CONTROL

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