

Performance Planning and Review Procedure

1 Purpose

To outline the process for the performance planning and review (PPR) process.

2 Scope

This procedure applies to all continuing, contingent-funded, and fixed-term Employees.

3 Procedure Overview

The PPR process provides a framework for regular, accurate and constructive information and feedback conversations between an Employee and their Supervisor about their performance and can identify areas for future development, improvement, and reward.

4 Procedures

4.1 Supervision

Each Employee will have a Supervisor who is the person to whom they directly report in the organisation.

A Supervisor is expected to provide leadership and support to Employees for whom they are responsible and to monitor their performance.

There is an expectation that Supervisors will provide Employees with regular feedback on performance informally and as part of the performance planning and review process and will manage performance matters promptly and fairly.

Supervisors must ensure that Employees are provided with an opportunity to respond to performance matters through regular and timely conversations and where appropriate, through the performance planning and review process.

The role of the Supervisor includes:

- fostering the Employee's success at work;
- ensuring the expectations and priorities of the position the Employee holds are clear;

- establishing performance and development goals in consultation with the Employee;
- ensuring that performance and development goals are developed within the context of the work area's plans and priorities, top level plans and the University's Strategic Plan;
- mentoring and providing advice and support, including Employee development;
- monitoring and reviewing performance;
- providing and receiving constructive feedback; and
- maintaining records of PPR meetings, including PPR goals.

An appropriate Delegate may request the Chief People Officer to designate an alternative Supervisor where a change would remove potential Conflicts of Interest or contribute to more harmonious relations within the work unit.

All Supervisors have access to appropriate training in performance planning and should review and participate in training prior to commencing PPR discussions with Employees.

4.2 Performance review process

PPR is an ongoing process and Employees and Supervisors should engage in regular, informal performance conversations.

In addition, it is expected that each Employee will participate in at least two formal reviews each year. This will consist of an annual review and an interim review. The Supervisor will meet with the Employee who is the subject of the review and discuss past performance and future goal setting and development plans.

All Employees are to have an annual review linked to the University's goals and objectives completed by the end of February each year. Delegates and Employees have an obligation to advise of any perceived, potential, or actual Conflict of Interest that may undermine the application of natural justice and procedural fairness.

As part of the annual review process, Supervisors and Employees will:

- review and discuss achievements against the performance and development goals from the last PPR discussion or the probation plan;
- reach agreement on specific and measurable goals and priorities for performance and development;
- discuss and determine the support required to achieve the agreed goals;

- ensure Employees are fully aware of their responsibilities and duties and the effect these have on the University's operations;
- provide feedback to individual Employees and Supervisors on the performance of these responsibilities; and
- discuss professional development goals of Employees.

The Supervisor will assign an appropriate and relevant performance rating to the Employee, in line with the definitions of performance ratings. A guide to performance ratings is outlined in the relevant knowledge article.

The Supervisor may consult other Employees whose judgements they believe may be helpful in completing the review.

The Employee is encouraged to provide relevant information on their performance and take an active role in appraisal and planning.

A Supervisor and Employee will complete the review online through the approved system.

Where an Employee is not satisfied with the overall assessment recorded in the review they should initially discuss these concerns with the Supervisor. Where the Supervisor and the Employee are unable to resolve the concerns, the Employee can request that the matter be referred to the next higher level line manager for a review of the overall assessment. The next higher level line manager may seek further information from the Supervisor and the Employee. The next higher level line manager will consider all documentation and make a final decision.

4.3 Rewarding Employee performance

An accelerated incremental progression may be recommended by a Supervisor where the Employee's performance consistently and significantly exceeds the agreed performance indicators documented in the annual PPR, provided that:

- an Employee's incremental adjustment is made on one occasion only per year of completed service at the current classification level, i.e. on the increment date; and
- the number of increments (within the range of the Employee's classification level) an Employee can receive in any one year of completed service at the current classification level is two; that is, the annual incremental increase plus one additional incremental step.

The relevant Category 4 Delegate will decide the request for an accelerated increment for an Employee.

4.4 Managing Unsatisfactory Performance

The PPR supports Employees and Supervisors to have regular, timely, informal, and formal conversations to provide feedback regarding performance matters.

The PPR is not the process by which a Supervisor deals with unsatisfactory performance. If an Employee's performance is considered unsatisfactory, the Managing Unsatisfactory Performance provisions in the Enterprise Agreement are implemented, and the Supervisor should contact the People Portfolio as soon as practicable. The Managing Unsatisfactory Performance is a process separate from PPR.

4.5 Delegations

Position	Delegation
Category 4 Delegate	Decide accelerated increment.
Chief People Officer	Designate alternative Supervisor (in consultation with Category 3 Delegate).

5 References

Nil.

6 Schedules

This procedure must be read in conjunction with its subordinate schedules as provided in the table below.

7 Procedure Information

Accountable Officer	Chief People Officer
Responsible Officer	Chief People Officer
Policy Type	University Procedure
Policy Suite	Performance Planning and Review Policy
Subordinate Schedules	
Approved Date	15/4/2024
Effective Date	15/4/2024

Review Date	15/4/2029
Relevant Legislation	Enterprise Agreement
Policy Exceptions	Policy Exceptions Register
Related Policies	
Related Procedures	
Related forms, publications and websites	Performance planning and review knowledge articles
Definitions	<p>Terms defined in the Definitions Dictionary</p> <p>Conflict of Interest</p> <p>If a University Member has an interest that conflicts or may conflict with the discharge of the University Member's duties the University Member should Declare the nature of the interest and the conflict to the University Member's Supervisor as soon as practicable after the relevant facts come to the University Member's knowledge and must not take action or further action relating to a matter that is or may be affected by the conflict until authorised. An Executive Leader may direct a University Member to resolve a conflict or possible conflict between an interest of the University Member and the University Member's duties. A reference to an interest or to a Conflict of Interest is a reference to those matters within their ordinary meaning under the general law, and, in relation to an interest, the definition in the Acts Interpretation Act 1954, Schedule 1, does not apply. A Conflict of Interest will arise when a University Member's Private Interests conflict with their duty to the University or to serve the public interest as a University Member. The risk of having a conflict of interest increases where a University Member's responsibilities include the authority to make decisions. A conflict of interest may be potential, perceived or actual - when a University Member is in a role where future decision making may be influenced by their Private Interests if a certain condition is fulfilled, they have a potential conflict of interest; a perceived conflict of interest arises where it appears that decisions a University Member make in the course of their University employment may be influenced by their Private Interests, whether or not this is in fact the case; an actual conflict of interest exists where a University Member's actions could be unduly, improperly or excessively influenced by their Private Interests. Serious misconduct can occur when a conflict of interest is concealed, understated, mismanaged or abused.</p> <p>Delegate (noun)</p>

	<p>Delegate (noun) means the officer, Employee or committee of the University to whom, or to which, a delegation of authority has been made under this Policy.</p> <p>Employee</p> <p>A person employed by the University and whose conditions of employment are covered by the Enterprise Agreement and includes persons employed on a continuing, fixed term or casual basis. Employees also include senior Employees whose conditions of employment are covered by a written agreement or contract with the University.</p> <p>Enterprise Agreement</p> <p>University of Southern Queensland Enterprise Agreement 2023-2026.</p> <p>Procedure</p> <p>An operational instruction that sets out the process to operationalise a Policy.</p> <p>University</p> <p>The term 'University' or 'UniSQ' means the University of Southern Queensland.</p>
	Definitions that relate to this procedure only
	<p>Supervisor</p> <p>Any person responsible for leading the activities of others. In the context of this Procedure, a Supervisor includes Employees at any classification level or title who have responsibilities for leading, managing or supervising work teams and/or individual Employees.</p>
	<p>Keywords</p> <p>Performance, review, PPR, performance planning and review, feedback, setting expectations, accelerated increment</p>
	<p>Record No</p> <p>13/380PL</p>