

# Performance, Development and Recognition Policy



## 1 Purpose

To ensure the University plans and manages the development, review and performance of Employees, and provides appropriate developmental opportunities for, and recognition of, Employees.

## 2 Scope

This Policy applies to the University's suite of performance, development, recognition and reward initiatives and programs for Employees.

The Procedures pursuant to this Policy outline the applicability of particular programs and initiatives to eligible Employees.

This Policy includes, but is not limited to, opportunities and programs for Employees such as:

- performance management, development and improvement
- learning and development
- Employee recognition and reward
- developmental and career progression programs.

## 3 Policy Statement

The University is strongly committed to developing a more highly skilled and flexible workforce by providing access to appropriate developmental programs to improve performance and efficiency and assist in the achievement of the University's goals and objectives.

The University will provide programs and initiatives which enable, support, recognise and reward the development, commitment and achievement of its Employees, increase their skills, broaden their experience and enhance their future career opportunities.

## 4 Principles

The University is committed to providing Employees with:

- the opportunity to develop capabilities that complement the University and organisational unit's strategic goals
- the opportunity to develop career goals and participate in career development activities that extend and enhance the Employee's capabilities and capacity for advancement within the University, and
- equity of access to development opportunities.

Employee performance, development, recognition and reward are shared responsibilities between the organisation, the Employee and their Supervisor. Supervisors and Employees need to ensure they are aware of all relevant opportunities for development, and plan for and facilitate participation in such programs.

Supervisors are responsible for:

- reviewing performance and development needs of Employees and assisting Employees to identify and develop plans to meet these needs
- providing appropriate support and resources to enable development opportunities for Employees
- supporting Employees in the application of new skills and providing career progression and advancement opportunities.

Employees are responsible for

- engaging in discussions with their Supervisor to review performance, identify work and career goals, and develop plans to meet these needs
- actively seeking opportunities to maintain and enhance skills, knowledge and qualifications relevant to their responsibilities.

The University will provide a range of support for Supervisors and Employees to engage in these discussions by offering a range of programs and opportunities, including but not limited to, the following:

## **4.1 Performance management, development and improvement**

The University provides all Employees and their Supervisors with a mechanism through which to plan, manage, review, recognise, reward and improve individual Employee performance. Through performance planning and review, Employees and Supervisors are able to clarify the

Employee's responsibilities, agree on standards of performance, plan work and development activities, and provide feedback.

Performance reviews will:

- assist Employees to be fully aware of their responsibilities and duties and the effect these have on the University's operations
- provide feedback to individual Employees on the performance of these responsibilities
- provide a basis for further professional development of Employees
- identify Employees whose continued high quality performance should be recognised and rewarded
- identify Employees where performance is of concern and may require improvement or remedial action
- provide an opportunity for accelerated or additional incremental progression.

Where an Employee's performance is assessed as requiring improvement, the University provides a mechanism and strategies to support and review the required development and improvement.

## **4.2 Learning and development**

### **4.2.1 Induction and Onboarding**

The University requires Employees to participate in an Induction and Onboarding program to assist them to adjust to the University brand, values, culture and benefits, their new responsibilities and the work environment.

It is the responsibility of Supervisors to provide Employees with the opportunity to complete the appropriate Induction and Onboarding program in accordance with the relevant Policy and Procedure. Supervisors are to ensure eligible Employees receive the required paid release from work to participate in the mandatory corporate online Induction program, including the annual refresh of mandatory compliance training requirements.

### **4.2.2 Compliance training**

The University has identified a number of mandatory compliance training requirements which all Employees must complete in accordance with the relevant University Policy and Procedure. Supervisors must ensure Employees complete this training within the timeframes specified, and monitor this completion through the University's performance management processes.

### **4.2.3 Ongoing learning and development**

The University offers a range of learning and development programs designed to build, enhance and maintain Employees skills and capabilities, improve performance and assist in the achievement of the University's objectives.

In addition, the University particularly recognises the impact Supervisors have in the workplace, and provides a focussed range of leadership capability development programs.

### **4.3 Employee recognition and reward**

The University uses a number of informal and formal mechanisms to acknowledge, recognise and reward Employees for exceptional work performance, service and contributions to the achievement of the University's goals and priorities.

Other opportunities for recognising and rewarding Employee performance include annual, accelerated and additional incremental increases discussed as part of the University's performance review process.

An Employee may also be provided with the opportunity to act in a higher classified position, or be offered a transfer or secondment to another position in the University in order to recognise and reward exceptional work performance and/or assist and enhance their career and professional development through the opportunity to acquire expanded or advanced knowledge, skills and abilities.

### **4.4 Developmental and career progression programs**

The University recognises that developmental programs allow optimum performance and will offer a range of formal development programs to support career progression, increase skills, broaden experience, and enhance future career opportunities, including but not limited to the following.

#### **4.4.1 Academic Development and Outside Studies Program**

The University offers an Academic Development and Outside Studies Program (the Program) to provide a period of paid absence for Academic Employees to undertake sustained research, scholarly activity or gain professional experience.

The Program aims to maintain and improve professional and vocational knowledge and skills. As an additional benefit it may also help Employees establish or renew links with colleagues in appropriate fields outside the University for the purpose of enhancing their own research and/or teaching within the University.

The Program is a privilege and is not granted as a right.

#### **4.4.2 Promotion for Academic Employees**

The University will annually provide an opportunity for Employees in Academic positions to seek promotion to the next level on the basis of high level meritorious performance.

Promotion of eligible Employees will be based 'on merit'. The University recognises that meritorious performance can occur in a range of Academic activities and that the criteria for promotion should reflect diversity of performance within the constraints of the University's mission.

The principle of equal opportunity applies to all applications for promotion. The achievements of candidates for promotion are considered relative to the particular circumstances of their career progression and the opportunities which have been available to them.

#### **4.4.3 Professional Employee Position Progression Program (PEPP)**

The Professional Employee Position Progression (PEPP) program recognises advanced skills, knowledge or experience where duties and responsibilities of particular positions may have the potential to move beyond the current classification level.

Professional Employee Position Progression provides professional Employees with an opportunity to move through one classification level and then advance to the next classification level, where a formal job evaluation of the position confirms the duties have been assessed at the next level. The higher level will require an advanced level of knowledge, skills and experience.

#### **4.4.4 Employee exchange program**

The University supports and encourages schemes which provide for exchange between its Employees and Employees of other appropriate organisations to enhance an Employee's career and professional development in relation to innovative ideas and methods of their particular discipline, profession or vocation by:

- Enabling Employees to work in a comparable Australian or overseas University on exchange with an Employee from the University.
- Enabling Employees to arrange an exchange with Employees in an industrial, commercial or government position that is directly relevant to the role of the Employee in the University.

#### **4.4.5 Professional Development Leave (PDL)**

The University may grant Professional Development Leave (PDL) to professional Employees in order to stimulate and increase Employee effectiveness through professional development activities undertaken outside the University.

The principal objective is to enhance and develop a professional Employee's professional knowledge, skills and abilities aligned with University strategic goals and objectives.

#### 4.4.6 Study assistance

The University encourages its Employees to undertake further education.

Eligible Employees may apply to receive study assistance from the University in the form of financial assistance and time release when undertaking an approved program of study.

### 5 References

Nil.

### 6 Schedules

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

### 7 Policy Information

<b>Subordinate Schedules</b>	
<b>Accountable Officer</b>	Deputy Vice-Chancellor (Enterprise Services)
<b>Responsible Officer</b>	Deputy Vice-Chancellor (Enterprise Services)
<b>Policy Type</b>	Executive Policy
<b>Approved Date</b>	12/12/2018
<b>Effective Date</b>	3/4/2019
<b>Review Date</b>	3/4/2022
<b>Relevant Legislation</b>	<a href="#">USQ Enterprise Agreement</a>
<b>Related Policies</b>	
<b>Related Procedures</b>	<a href="#">Academic Development and Outside Studies Program Procedure</a> <a href="#">Employee Conflict of Interest Procedure</a> <a href="#">Employee Exchange Program Procedure</a> <a href="#">Employee Induction and Onboarding Procedure</a> <a href="#">Employee Recognition and Reward Procedure</a>

	<p><a href="#">Improving and Managing Unsatisfactory Performance Procedure</a></p> <p><a href="#">Performance Planning and Review Procedure</a></p> <p><a href="#">Professional Development Leave: Professional Employees Procedure</a></p> <p><a href="#">Professional Employee Position Progression Procedure</a></p> <p><a href="#">Promotion to Level B for Academic Employees Procedure</a></p> <p><a href="#">Promotion to Levels C, D and E for Academic Employees Procedure</a></p> <p><a href="#">Study Assistance Procedure</a></p>
<p><b>Related forms, publications and websites</b></p>	
<p><b>Definitions</b></p>	<p><b>Terms defined in the Definitions Dictionary</b></p> <p><a href="#">Conflict of Interest</a></p> <p>A Conflict of Interest is a situation where an individual's personal interests could improperly influence the performance of their Official Duties and/or University Responsibilities. Conflicts of Interest may be: an actual conflict involves a direct conflict between a person's Official duties and University Responsibilities to and a competing interest or obligation, whether personal or involving a third-party a perceived conflict exists where it could reasonably be perceived, or give the appearance, that a competing interest could improperly influence the performance of a person's Official Duties and University Responsibilities a potential conflict arises where a person has an interest or obligation, whether personal or involving a third-party, that could conflict with the person's Official Duties and University Responsibilities</p> <p><a href="#">Employee</a></p> <p>A person employed by the University and whose conditions of employment are covered by the USQ 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><a href="#">Policy</a></p> <p>A high level strategic directive that establishes a principle based approach on a subject. Policy is operationalised through Procedures</p>

that give instructions and set out processes to implement a Policy.

### Procedure

An operational instruction that sets out the process to operationalise a Policy.

### University

The term 'University' or 'USQ' means the University of Southern Queensland.

### USQ Enterprise Agreement

University of Southern Queensland Enterprise Agreement 2018-2021.

## **Definitions that relate to this policy only**

### **Academic**

For the purposes of this Policy, Academic Employee is defined in accordance with Clause 4.2.3 of the University of Southern Queensland Enterprise Agreement 2014-2017.

### **Induction**

Is a process whereby an Employee is provided with access to appropriate Information and support required to operate effectively in their appointed position. It is typically conducted over the first few weeks of an Employee's commencement and provides key Information related to employment, workplace health and safety, fire and emergency management, equity and diversity, and compliance related topics.

### **Nominated Representative**

Means in relation to an Employee, a person selected by the Employee to assist or represent the Employee. The person may be an officer or Employee of the relevant Union, or any other person chosen by the Employee. In relation to the University, it means a person selected by the University to assist or represent the University. The person may be an Employee of the University, or an officer or Employee of AHEIA, or any other person selected by the University. The Nominated Representative must not be a practising barrister or solicitor and must not present a Conflict of Interest.

### **Onboarding**

Encompasses the complete range of tasks and requirements involved



	<p>with acclimating and engaging a new Employee in the organisation - its goal is to accommodate, assimilate and accelerate new team members into their roles at the University. It is a continuous process, both corporately and in the work area, that may extend for weeks or months until the Employee has been successfully integrated into the workplace and is achieving an acceptable level of productivity.</p> <p><b>Supervisor</b></p> <p>Any person responsible for leading the activities of others. In the context of this policy, 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>
<b>Keywords</b>	<p>Performance, development, recognition, induction, achievement, promotion, study assistance, outside studies, exchange, learning, unsatisfactory performance, classification, level, progression, advancement, Enrich, review, reward, feedback, responsibilities, PDL, leave, appeal, long service, awards, professional development, conference, professional experience, research, further education</p>
<b>Record No</b>	15/2855PL