
National Academy of Professional Studies (NAPS)

Performance Development Policy

Related Documents	Staff Performance Review Plan Professional Code of Conduct for Staff Employee Handbook Employee Privacy Policy Access and Equity Policy HR023 Induction Policy and Procedures
HE Framework Standards 2021	3.2 Staffing

Contents

1. Policy Rationale	2
2. Overview and Application	2
3. Implementation.....	2
4. Procedure.....	3
Probationary Periods	3
Performance Review.....	3
Identifying and Managing Under-performance.....	4
HR012 APPENDIX A - Conducting a Productive Performance Review and Setting KPIs	6

1. Policy Rationale

The National Academy of Professional Studies (NAPS) is committed to the development of each individual and to the optimal performance of all employees in the organisation. Our goal is to build and nurture a learning culture within NAPS. Therefore, performance reviews are conducted on a regular basis for all staff. The purpose of this policy is to set out guidelines on staff performance and procedures for assessment of staff. NAPS will continually endeavour to improve the provision of learning opportunities to extend the knowledge and skills of its staff. Note that while this policy deals with 'formal' performance reviews, we seek to develop a culture in which staff members receive regular and frequent informal feedback about their performance with the goal of continually improving all aspects of our organisation.

This policy should be read in conjunction with the Staff Performance Review Plan and the NAPS Induction Policy and Procedure.

2. Overview and Application

Staff performance reviews are aimed at:

- determining what skills and/or knowledge the employee needs in order to perform the job more effectively;
- discussing and identifying strengths and weaknesses;
- determining the next suitable project or activity for personal and professional development;
- maintaining and increasing job satisfaction and/or providing support for career advancement;
- maintaining and improving organisational effectiveness and efficiency; and
- providing staff members with the opportunity to ask questions and provide feedback to NAPS about how to enhance employee engagement and work together to better align and achieve NAPS and employee goals.
- ensuring familiarity and compliance with the ESOS Framework and ability to engage productively with international students taking account of their diverse cultural backgrounds and special needs in adjusting to conditions in Australia

This policy applies to all full-time, part-time, casual, sessional academic and general staff.

3. Implementation

Staff development planning is a consultative process undertaken between employees and their supervisors. Training and development needs are normally identified through the annual staff performance review process. The review process will include the completion of a Staff Performance Review Plan. Each

staff member and their respective Line Manager will need to develop a Staff Performance Review Plan and agree how it can be implemented to best effect.

The implementation should be a cyclical process, requiring both parties to meet regularly throughout the review period and, at the end of the cycle, together review achievements in relation to the Plan and, where appropriate, develop objectives that are relevant for the subsequent cycle.

An employee's entitlement to incremental progression will be based on an evaluation of his/her performance by his/her Line Manager. Staff Performance Review Plans therefore should include a mechanism by which an evaluation of performance and the acquisition and use of additional skills, experience and knowledge can be made. The formal review process is integral to NAPS' overall performance review and development framework.

4. Procedure

Probationary Periods

The initial appointment of staff new to NAPS involves a probation period of six months. During this time any difficulties the new employee has in fulfilling the role should be identified. See HR023 Induction Policy and Procedures for more details.

Legislation requires an employer to advise any staff member if their work performance is unsatisfactory, to explain what the performance issues are and to provide the support and opportunity to address the issues. Therefore, a structured and formal approach to reviewing performance during a probationary period is necessary.

An initial informal review will take place after four months with the direct Line Manager, with a formal review after five months. Appointment will be confirmed on satisfactory completion of the six-month period. The staff member will be informed during their orientation programme, which Line Manager will assume this responsibility.

Performance Review¹

All full-time and part-time employees are subject to a mid-year performance review aligning with the anniversary of employment. Performance reviews are conducted with the aim of monitoring an employee's performance and providing assistance where necessary. These reviews also provide staff members with an opportunity to raise concerns regarding their position and or identify obstacles hindering their growth and/or performance.

Performance reviews are recorded in each staff member's personal file. Human Resources are responsible for ensuring all staff performance reviews and related records of staff development are appropriately maintained and recorded.

¹ For guidelines on how to conduct the review see **Appendix A**.

Identifying and Managing Under-performance

Line Managers should not wait until the end of the annual staff performance review cycle to address under-performance issues.

Where under-performance is identified, the Line Manager/Supervisor is required, in a timely manner, to set objectives and reasonable timeframes within which improvements are to be achieved. The Line Manager will closely monitor the work and communicate frequently with the employee.

The employee should be provided with appropriate assistance to address under-performance. If it is considered that structured counselling is required, this should be initiated and managed by Human Resources. It should provide an opportunity for the resolution of concerns within an agreed timeframe through clarification of expected objectives and performance standards, regular feedback and, where appropriate, further training.

If these processes do not remedy under-performance, the President will intervene and determine a procedure for managing unsatisfactory performance in accordance with the awards and agreements relevant to that employee.

A staff member is entitled to invoke an appeal procedure where he/she believes that he/she has been treated unfairly in the application of the Plan, e.g. a perceived unfairness or bias in the evaluation of performance.

5. Policy Review

NAPS may make changes to this policy and procedures from time to time to improve the effectiveness of its operation.

In this regard, any staff member who wishes to make any comments about this policy may forward their suggestions to their supervisor or to NAPS' Human Resources Office.

6. Further Assistance

Any staff member who requires assistance in understanding this policy should first consult their nominated supervisor who is responsible for the implementation and operation of these arrangements in their work area. Should further advice be required staff should contact NAPS' Human Resources Office. [NAPS](#)

7. Acknowledgements and Further Resources

NAPS would like to acknowledge and thank the following:

TEQSA Guidance Note: Staffing, Learning Resources and Educational Support, Version 1.322 November 2017: <https://www.teqsa.gov.au/latest-news/publications/guidance-note-staffing-learning-resources-and-educational-support>

Fair Work Ombudsman: Pay Guide - Higher Education Industry - Academic Staff - Award 2010

Higher Education Academic Staff Award 2010: <http://awardviewer.fwo.gov.au/award/show/MA000006>

Higher Education General Staff Award 2010:

https://www.fwc.gov.au/documents/documents/modern_awards/award/ma000007/default.htm

Fair Work Ombudsman: <https://www.fairwork.gov.au/awards-and-agreements>

HR012 APPENDIX A - Conducting a Productive Performance Review and Setting KPIs

The content of the appraisal meeting will vary according to the job type and appraisal method. It will not necessarily be that same person who conducts the appraisal meeting.

a. Opening by Line Manager/Supervisor

- Prepare information and approach in advance.
- Keep an open mind before the meeting.
- Build rapport with the employee.
- Explain the purpose, process and results of the appraisal meeting to settle the employee and define what will be discussed.
- Discuss the job situation in general terms and encourage the employee's comments.
- Gauge their understanding and appreciation of the special situation of international students and note any specific challenges they might face or bring to your attention and assess the potential or actual impact on their performance.

b. Discuss Performance

- Highlight good performance, using specific examples, especially performance that required significant effort.
- Follow a structure to gain relevant performance information.
- Give the employee an opportunity to raise issues and provide examples of performance.
- Consider and examine the employee's goals and ambitions and establish action plans.
- Ensure the employee's goals and ambitions are realistic and that they are aligned with organisational goals.
- Discuss areas of poor performance frankly, use specific examples and be straightforward.
- Stick to job performance issues and avoid discussion of personality.
- Be prepared for emotional reactions and try to bring the employee back to performance issues.
- Ensure any serious disagreement about performance comes to a mutual understanding without a rating 'in the middle' – show you understand the employee's position and make sure you record any disagreement in the performance appraisal form.
- Note any new skills, abilities or interests not previously known about the employee.

- Highlight issues of relevance and their understanding of the ESOS framework

c. Closing and Planning Ahead

- Ensure the employee understands when the review is complete and make sure there are no issues or concerns outstanding.
- Give the employee the opportunity to clarify this in the review meeting.
- Review the points made and summarise them.
- Summarise points of disagreement and plan to follow up on them.
- Reassure the employee of your interest in their progress and explain that you are available to discuss the situation later, if necessary.
- Establish an action plan / personal development plan for the employee.
- Set a date for review of progress to ensure follow up.
- Complete the review and Key Performance Indicators form and ensure both the appraiser (manager/supervisor) and employee sign the form.
- Communicate the appraisal information to sections that require it, e.g. HR. Make three copies of the final review and KPI form and keep a copy for yourself (manager/supervisor), give a copy to the employee, and provide a copy to HR for inclusion in the employee's file.

d. Follow Up on Objectives and Actions Agreed

Implement any commitments made in the appraisal interview, including any:

- further training and development arrangements;
- further investigations, monitoring or evaluation; and
- requests for transfers or reassignment.

Short-term reassessment should take place every 4 months.

Prepare any training and development plans, with emphasis on employee self-development. [NAPS](#)