STAFF PERFORMANCE REVIEW POLICY AND PROCEDURE

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1.0 Purpose

The purpose of this policy is to define the framework for the Engineering Institute of Technology (EIT) management team undertaking staff performance reviews of academic and general staff. This links the performance and development of individual staff to the goals and objectives of EIT's overall strategic staff development plan.

2.0 Scope

This policy applies to all EIT staff.

3.0 Objectives

EIT recognises the strategic importance of maintaining a high-quality human resource and facilitates professional development support. EIT also recognises that one of the most important elements of a high-quality education institution is to be able to retain outstanding committed staff and to this end a clearly understood policy on maintaining satisfactory standards of staff performance is vital. An effective process of performance review is an important part of EIT's annual strategic and operational planning process to ensure alignment between the performance and development of individual staff and the overall goals and objectives of EIT.

The more specific aims of the Staff Performance Review are to:

- encourage and facilitate sound performance and provide opportunities for the recognition of achievement and the acquisition of knowledge and skills;

- improve communication between staff and their supervisors;

- ensure individual staff members are clear about the roles, responsibilities and expectations associated with their position and to reach regular agreement with their supervisor on goals and objectives relating to performance and development;

- ensure supervisors fulfill their roles and responsibilities in relation to the management of the performance and development of their staff;

- provide a framework for regular feedback to all staff about their performance;

- provide a means to identify and address staff development and training needs;

- guide the planning of staff development and training activities for individuals and groups;

- provide a positive framework within which staff can systematically reflect upon their professional and career development.

- provide feedback to supervisors so they are able to effectively manage the work environment and plan for the effective utilization of staff resources; and

- provide a context in which supervisors can ensure alignment between the performance and development of staff and the overall goals and objectives of EIT.

4.0 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, which is completed using the EIT *Staff Performance Review Form.* Each staff member and their respective Supervisor 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 supervisor. 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 EIT's overall performance review and development framework. Employees and their nominated Supervisors engage in a review process that is appropriate to the employee's work responsibilities mainly in order to assess staff members' performance against established objectives, and to identify needs and opportunities for staff in terms of career development.

The formal timeframe for the implementation of a staff performance review is over a twelve-month period, although it should incorporate regular dialogue and feedback throughout this timeframe.

Staff Performance Reviews should be conducted in accordance with the principles of fairness, equity and natural justice. Review of performance should be based on the relevant position description and the expected outcomes of the role in relation to the goals and objectives of EIT.

4.1 Responsibilities for Staff Performance Reviews

An employee's responsibilities are to:

- consult with their supervisor and seek advice and clarification about any aspect of their work about which they are unsure;

- provide input and express views with regard to performance objectives and so contribute to the planning of performance enhancement strategies;

- consult with their supervisor and contribute to the development of training and professional development goals that meet EIT's and the individual's needs;

- assist with workplace training and development activities which may involve coaching others through on the job training;

- self-assess achievements against EIT's specified goals and objectives;

- (For academic staff) provide a current Academic Staff Portfolio; and

- complete a staff performance plan annually and participate in an annual performance review.

All staff carrying out the supervisory function should be trained in the principles and practice of staff performance review procedures to optimize implementation and outcomes. A supervisor's responsibilities are to:

- initiate and ensure the Staff Performance Review is completed annually for each employee for whom they are responsible, including an Academic Staff Portfolio, where relevant;

- provide support and guidance to staff for whom they are responsible, including encouragement and support to undertake scholarly activities;

- provide the employee with details of work expectations, including setting performance objectives and reasonable timeframes for their achievement through coaching, mentoring and support;

- provide the employee with feedback and opportunities to discuss performance and potential for career development;

- identify training and development needs through the staff performance review process;

- consult with the employee and establish performance criteria that align with operational, strategic plans, and teaching and learning plans for academic staff;

- develop, in consultation with the employee, strategies for performance enhancement; and

- facilitate employees to undertake professional learning opportunities that align with EIT's goals and objectives and, where possible, support other career development opportunities.
- Provide regular feedback on performance throughout the year.

It is the joint responsibility of the supervisor and the employee to ensure that the performance review is completed within the appropriate timeframe and in the appropriate manner.

4.2 Staff Development Identification

The Staff Performance Review process for academic staff may identify and consider staff performance and development matters through:

- regular academic meetings where updates to course units are discussed along with feedback and input from academic staff;

- support and encouragement offered to academic staff to pursue further study opportunities in higher qualifications. Such support can be provided through study leave and financial assistance, such as through EIT Academic Scholarships;

- encouragement offered to academic staff to pursue academic research and scholarly activities; and

- support offered to academic staff to participate in external professional conferences and events.

The Staff Performance Review process for non-academic staff may identify and consider staff performance and development matters through managerial and administrative leadership programs to improve supervision, resources management, administrative skills, and leadership potential. They will primarily be developed through sponsored attendance at executive training sessions:

- in leadership; and

- relating to teaching and learning in vocational and higher education.

4.3 Staff Performance Review Procedure

Each review comprises a written component which requires the completion of a Staff Performance Review Plan form as well as other relevant components such as through meetings. Academic staff also need to complete an Academic Staff Portfolio and should include other means of feedback such as those ascertained from teacher evaluations.

4.3.1 The Written Component – The Annual Staff Performance Review Plan:

The following elements should be included in each staff member's written annual review:

- a review of the employee's position description/ duty statement so that it can be checked for currency and relevance. The duty statement is a key point of reference for operating levels, such as the level of work complexity, written communication, judgement, and problem solving involved;

- structured feedback from the Supervisor on the employee's performance and, where applicable, an assessment of that staff member's performance with respect to:

  o agreed professional development / training activities to be undertaken in the forthcoming review period, including scholarly activities for academic staff;

  o feedback from other mechanisms such as teacher evaluations and peer reviews of teaching for academic staff;

- o supervisor training, where a staff member has recently been designated as fulfilling a supervisory or managerial role;

- o WHS or OHS training, where a staff member has recently been designated as fulfilling a supervisory or managerial role and is required for staff undertaking particular roles;

- o leave plans and arrangements for the coming review period; and

- o an assessment of outcomes achieved.

4.3.2 The Meeting Component – The Schedule of Staff Performance Review Meetings:

It is the responsibility of the Supervisor to schedule the review with the employee and to furnish him/her with the necessary documentation prior to the meeting and so allow adequate time for preparation.

In order to fulfil these procedures in a consistent and professional manner detailed information and tips to help facilitate the ongoing review process is set out in EIT Staff Performance Review Guide.

4.3.3 Record Keeping

One copy of the completed Staff Performance Review form should be retained by the staff member and another by the Supervisor under confidential arrangements. Where there is a change of Supervisor, it is expected that previous plans should be made available to the person taking over that role. The Human Resources Manager is responsible for ensuring that Staff Performance Reviews and related records of staff development activities are appropriately maintained and monitored by staff in association with the Dean and Deputy Dean.

4.3.4 Identifying and Managing Underperformance

Supervisors should not wait until the end of the annual staff performance review cycle to address underperformance issues. Where underperformance is identified, the Supervisor is required to 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 should be provided with appropriate assistance to address underperformance.

If it is considered that structured counselling is required, this should be initiated and managed by the employee's Supervisor. 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.

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.

If these processes do not remedy underperformance, an appropriate senior staff member of EIT will institute a procedure for managing unsatisfactory performance in accordance with the awards and agreements relevant to that employee.

5.0 Definitions

Please refer to the EIT Glossary that can be found here for all definitions used in this document.

6.0 Related Documents

- Diversity, Fair Treatment and Equal Opportunity Policy
- EIT Organisational Chart - Reporting Relationships.DS
- EIT Organisational Structure - Personnel.DS
- EIT Staff Performance Review Form.DS
- EIT Staff Performance Review Guide.DS
- Health and Wellbeing Policy and Procedure.DS
- Privacy Policy.DS
- Records Management Policy and Procedure.DS
- Recruitment, Selection, Appointment and Induction Policy.HE
- Recruitment, Selection, Appointment and Induction Procedure.HE
- Selection, Appointment and Induction Policy – Academic and Administration Staff.VET
- Selection, Appointment and Induction Procedure – Academic and Administration Staff.VET
- Staff Development Policy.DS
- Staff Drug and Alcohol Policy and Procedure.DS
- Staff Grievance Policy.DS
- Staff Grievance Procedure.DS
- Staff Performance Review Policy and Procedure.DS
- Work, Health and Safety Policy.DS

7.0 Related Legislation

The following legislation is relevant to this policy, however not all are mandatory for education providers:
- *Age Discrimination Act 2004 (Cwth.)*
- *Australian Human Rights Commission Act 1986 (Cwth.)*
- *Disability Discrimination Act 1992 (Cwth.)*
- *Disability Services Act 1986 (WA)*
- *Equal Opportunity Act 1984 (WA)*
- *Fair Work Act 2009 (Cwth.)*
- *Occupational Health and Safety Act 2004 (Victoria)*
- *Privacy Act 1988 (Cwth.)*
- *Racial Discrimination Act 1975 (Cwth.)*

- *[Sex Discrimination Act 1984 (Cwth.)](#)*
- *[Work Health and Safety Act 2020 (WA)](#)*

8.0 Accountabilities

The Governance Board is responsible for review and approval of this policy.

The policy is to be implemented via induction and training of staff and distribution to students and EIT's community via the website and other publications.