THE UNIVERSITY OF NOTRE DAME AUSTRALIA

Policy:

Performance Development

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Audience: All Staff

Policy Category: Management

Policy Sub-category: Human Resources

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Responsible Officer:	Director, Organisational Development
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1 OBJECTS OF THE UNIVERSITY

1.1 The Objects of the University of Notre Dame Australia (the University) are defined in Section 5 of *The University of Notre Dame Act* 1989 (WA)

1.2 The Objects of the University are:

1.2.1 the provision of university education, within a context of Catholic faith and values; and

1.2.2 the provision of an excellent standard of:

1.2.2.1 teaching, scholarship and research

1.2.2.2 training for the professions, and

1.2.2.3 pastoral care for its students.

2 PURPOSE

2.1 To ensure the University plans and manages the development, review and performance of all employees to:

2.1.1 achieve strategic and operational plans and priorities,

2.1.2 develop the capability of our workforce, and

2.1.3 build a high-performance culture.

3 SCOPE

3.1 This policy applies to all employees on a continuing and fixed-term basis.

4 PRINCIPLES

4.1 The University recognises that the achievement of the University's strategic direction depends on the performance and contribution of all employees.

4.2 Performance development provides managers and employees with a framework to facilitate individual performance planning, feedback, review, professional development and career planning conversations.

4.3 The University is committed to performance development by:

4.3.1 implementing a performance development process as the primary means of ensuring alignment between the University Strategic Plan, Guiding Principles and employee, team, and organisational plans and priorities

4.3.2 providing managers and employees with a formal performance development process which encourages managers to have regular informal meetings with their employees to facilitate ongoing two-way discussion and feedback, review and acknowledgement;

4.3.3 acknowledging the importance of continuing professional development to support and encourage continuous learning and build capability

4.3.4 recognising that the responsibility for undertaking performance development is shared between employees, managers and senior leaders to complete their respective roles and responsibilities

4.3.5 providing clarity of roles, responsibilities and performance expectations for all employees through setting individual performance goals

4.3.6 empowering individuals to drive their own learning and career development by building their self-efficacy and commitment to life-long learning

4.3.7 facilitating professional and career development through the discussion of development goals
4.3.8 identifying and acknowledging excellence in performance to build a high performing culture
4.3.9 encouraging a positive and healthy performance culture with employees and managers actively considering health and wellbeing impacts
4.3.10 ensuring an equitable and transparent performance planning and review process, and
4.3.11 ensuring equity of access to professional development for all employees.

4.4 The University will ensure all employees have a Performance Development Plan (PDP) in place.

4.5 The performance development process is a 12-month planning and review cycle based on the calendar year, with:

4.5.1 managers and employees regularly meeting to provide and receive timely feedback to guide performance, review progress and align performance development goals and objectives, and
4.5.2 managers conducting an end-of-year review with their employees.

4.6 The University will implement a range of strategies and programs to enhance and build the capacity, skills, and professionalism of employees.

4.7 The University will develop employees by providing:

4.7.1 the opportunity to develop capabilities that contribute to organisational and team priorities, as outlined in the employee's Performance Development Plan
4.7.2 the opportunity to develop a career plan and participate in career development activities that extend and enhance their capabilities and capacity for advancement within the University, and
4.7.3 the provision of training and development to support inherent requirements of the University's and the employee's roles and responsibilities.

4.8 Where an employee is having difficulty meeting their performance expectations and agreed objectives, managers will provide specific feedback and support as part of the Performance Development process, prior to progressing to formal Performance Management processes.

4.9 If an employee's performance does not improve within a reasonable timeframe or is deemed unsatisfactory, formal Performance Management processes will commence in line with the *Policy: Unsatisfactory Performance*, or for employees on probation in line with the *Policy: Probation*.

5 ROLES AND RESPONSIBILITIES

5.1 The University will:

5.1.1 provide appropriate resources to facilitate the development of individuals in accordance with the University's strategic priorities and People and Culture policies;
5.1.2 establish consistent performance development practices with performance planning regular informal performance feedback and formal performance review discussions, and
5.1.3 maintain confidentiality of performance discussions and documentation.

5.2 Senior Leaders will:

5.2.1 communicate the University's strategic and operational plans, priorities and objectives

5.2.2 cascade and communicate performance goals and objectives to the relevant level
5.2.3 demonstrate leadership and a commitment to performance development, and
5.2.4 ensure all managers are trained and competent in the performance development process.

5.3 Managers will:

5.3.1 establish employee performance goals and objectives aligned to University priorities and Guiding Principles, and consistently and regularly assessing feedback on employee's performance and progress
5.3.2 recognise levels of performance and engage in regular conversations with employees to provide feedback about their performance
5.3.3 establish employee development goals required for their current role and any identified future career goals
5.3.4 coach and guide employees, and deal with any issues or barriers to their development and performance, and
5.3.5 provide employees with effective feedback, assessment and acknowledgement in performance reviews.

5.4 All employees will:

5.4.1 understand how their role contributes to the achievement of the University's Strategic Plan
5.4.2 agree on performance development goals and objectives and deliver against them throughout the year
5.4.3 agree on development activities for the year to bridge any gaps
5.4.4 participate in ongoing self-review, seek regular feedback and engage in regular conversations with their manager
5.4.5 identify issues and barriers to personal development and performance and discuss with their manager, and
5.4.6 take responsibility for their professional and career development.

5.5 People and Culture will:

5.5.1 ensure appropriate training, systems and information to support employees and managers participate in the performance development process, and
5.5.2 monitor PDP completion rates and from time to time undertake audit and compliance checks to ensure appropriate PDPs are in place.

6 RELATED DOCUMENTS

6.1 *The University of Notre Dame Australia Staff Enterprise Agreement 2018 – 2021*
6.2 *UNDA Academic Excellence Framework*
6.3 *Academic Scholarship Framework*
6.4 *Policy: Unsatisfactory Performance*
6.5 *Policy: Probation*
6.6 *Employee Code of Conduct and Ethical Behaviour*
6.7 *Procedure: Performance Development*
6.8 *Guide: Performance Development*
6.9 *UNDA Integrated Planning Framework*

7 DEFINITIONS

7.1 ***Career development*** refers to the process of enabling employees to plan their careers and engage in career development activities that will improve their career prospects and job progression or promotion.

7.2 ***Development goals*** means professional and career goals or objectives that are set to improve skills and capabilities and maximise potential through targeted learning and development opportunities.

7.3 ***Guiding Principles*** means the principles developed to engage and drive the Strategic Plan of the University at a personal and communal level by providing clear expectations around the ways employees work. They provide a shared sense of direction, commitment and help the University to shape its workplace culture and reach its greatest potential.

7.4 ***Inherent Requirements*** means the essential features or defining characteristics of a position that must be achieved as part of a job. They are the tasks or skills that are a major part of the position; and cannot be allocated elsewhere or done in a different way and have significant consequences if not performed. The position description describes the Inherent Requirements of the position to be performed.

7.5 ***Manager*** means the person referred to as the employee's supervisor in their letter of offer, or as otherwise identified by the University.

7.6 ***Performance development process*** means the process that facilitates individual planning, feedback, review, professional development and career planning conversations.

7.7 ***Performance goals*** means a target level of performance expressed as a tangible, measurable objective, against which actual achievement can be compared, including a goal expressed as a quantitative standard or value.

7.8 ***Performance management*** means the formal process to manage unsatisfactory performance.

7.9 ***Professional development*** means activities undertaken by employees that develop skills and capabilities that contribute to their current or future roles and career goals.

7.10 ***Senior Leaders*** means members of the Senior Management Group.

7.11 ***Unsatisfactory Performance*** is when an employee is not performing the tasks and accountabilities of their role in a manner that meets the reasonable expectations of the University.

Version	Date of approval	Approved by	Amendment
1	16 November 2023	Vice Chancellor, on recommendation of Senior Management Group	Effective date - new policy.