

Monash University Procedure

Procedure Title	<u>Performance Development Process: Academic Staff</u>
Parent Policy	Staff Development Policy
Date Effective	15 December 2016
Review Date	3 years from effective date
Procedure Owner	Chief Human Resources Officer
Category	Human Resources
Version Number	5
Content Enquiries	ask.monash or phone Monash HR on 990 20400
Scope	<p>This procedure applies to all continuing academic staff on a fraction of 0.4 or greater, fixed term academic staff on probation and all academic staff seeking promotion to the next level or intending to apply through the Outside Studies Program (OSP). Academic staff on a fraction of less than 0.4 will also be able to access the myPlan system in accordance with this procedure.</p> <p>The procedure does not apply to staff appointed to Senior Executive positions.</p> <p>Adjunct and conjoint appointees (also known as joint appointees) are exempt from this procedure.</p>
Purpose	<p>Monash University relies on excellent research, teaching and engagement from its academic staff in order to serve the good of our communities and environment, solve grand challenges and set global agendas (Focus Monash Strategic Plan 2015-2020). The performance development process supports this by:</p> <ul style="list-style-type: none"> • encouraging a culture of continuous learning and performance improvement; • applying the principles of growth, feedback and accountability to the way that we work; and • demonstrating the University's commitment to developing and retaining the talents of academic staff. <p>The performance development process aligns with the University's planning framework, with individual goals cascading from strategic and operational goals. It is a 12 month planning cycle based on a calendar year. It is intended to be a dynamic and interactive process between the staff member and their supervisor, designed to encourage trust and regular, open communications.</p> <p>The performance development process is a two-step cycle; one for planning and one for review. This cycle supports staff members in reaching their full career potential and achieving their annual goals through:</p> <ul style="list-style-type: none"> • the provision of professional development opportunities (growth); • regular, meaningful performance conversations with their performance supervisor and a process for giving and receiving constructive feedback (feedback); and

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| | <ul style="list-style-type: none"> clearly identifiable and documented performance development goals and performance review that creates an awareness of staff contributions toward the three year faculty and University plans and goals (accountability). |
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PROCEDURE STATEMENT

1. The performance development process

- 1.1. Performance Development is a performance improvement process which focuses on staff professional development over time, including setting and meeting personal and University goals. It involves setting clear goals, prioritising and allocating work, monitoring day-to-day performance with ongoing feedback and coaching, planning for development and the assessment of staff performance.
- 1.2. The annual cycle commences in November each year, however it may be finalised as late as February at the discretion of the dean (or equivalent) and in accordance with the operational planning activities and timelines set for each faculty, portfolio, campus and center.
- 1.3. The University has adopted a two-step approach to the annual performance development process for academic staff.



1.4. The principal elements to be covered are:

- a review of the role and/or responsibilities of the staff member, including objectives and skills and/or knowledge acquisition set in previous feedback discussions;
- consideration of the workload of the staff member;
- acknowledgement of initiatives and achievements of the staff member;
- the development of a plan which includes staff or professional development activities and future performance objectives;

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- feedback to the staff member on their performance against previously determined objectives and whether or not performance has been satisfactory; and
- feedback and coaching to the staff member on specific areas that would benefit from development.

1.5. Refer: [clause 64](#) of the [Monash University Enterprise Agreement \(Academic and Professional Staff\) 2014](#) and to the myPlan system.

2. Reviewing Achievements & Planning Ahead

Preparation for the review process

2.1. In preparation for annual review meetings, performance supervisors will schedule review meetings with the staff they supervise at least 3 to 4 weeks in advance.

Self-assessment of own performance

2.2. Staff reflect on and record achievements in the areas of workload allocation, career aspirations, performance planning goals and development plans. This step should include:

- reflecting on achievements in the three areas of research, education and service;
- reflecting on areas for improvement;
- collating and attaching relevant information in myPlan, including all SETU data, research activities and outputs and any mid-cycle feedback; and
- specifying any relevant personal circumstances, where applicable, to facilitate an assessment of achievements relative to opportunity.

2.3. Should staff fail to include the SETU data, the performance supervisor and/or head of unit may request that those staff add the data to the performance development portfolio. The performance supervisor and/or head of unit may also request the data directly from the Monash Office of Planning and Quality.

Planning for the year ahead

2.4. The staff member drafts their performance development plan for the coming year to support them in achieving their annual goals (see Annual Goals under the Definitions section of this procedure for further detail), career aspirations and planned professional development. The plan should include:

- details of their workload allocation;
- longer term career aspirations, ideally projecting over the next three years;
- annual performance goals in the three areas of research, education and service which are to contain an indicator of success and linking to the faculty and President-led campus plans; and
- training, development or support activities that may assist the staff member to achieve their goals; and

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- annual compliance matters including:
 - OHS goals;
 - confirmation that all mandatory compliance training has been completed in accordance with the [Mandatory Compliance Training procedure](#);
 - details regarding intellectual property, patent worthy discoveries or inventions to ensure compliance with the [Monash University Intellectual Property Regulations](#); and
 - disclosures of any [conflict of interest](#) and [paid outside work](#) activities.

2.5. Academic staff at level C and above are also expected to record leadership goals as part of their annual service goals.

Submission to Performance Supervisor

2.6. Once complete, the staff member submits their draft review and plan, within myPlan, to their performance supervisor. Staff are encouraged to attach a performance development CV from My Research, where appropriate.

3. Annual Review Meeting

3.1. Prior to the review meeting, the performance supervisor will review the draft performance development plan.

Performance supervisor and staff member review past year

3.2. The performance supervisor and staff member discuss and endeavour to agree:

- progress toward longer term career aspirations;
- achievements relative to opportunity and progress towards each of the annual goals/targets based on the previous year's performance plan and workload allocation;
- achievements and progress in relation to the faculty-specific academic performance standards applicable to the relevant academic classification level;
- teaching achievements referencing staff SETU data;
- progress in relation to probationary appointment (where relevant), refer to [Probation and Confirmation of Appointment procedure for academic staff](#);
- progress against any agreed improvement goals that are linked to managing unsatisfactory performance actions where relevant, refer to the [Managing Unsatisfactory Performance: Academic Staff procedure](#);
- any recommendation in relation to accelerated progression or review for tenure, where relevant;
- identification of any mitigating circumstances which may have arisen during the year, which affected the performance of the staff member; and
- annual compliance matters including:
 - ensuring that staff have completed mandatory compliance training in accordance with the [Mandatory Compliance Training](#);

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- discussing intellectual property, patent worthy discoveries or inventions to ensure compliance with the [Monash University Intellectual Property Regulations](#); and
- reviewing any outstanding issues related to the [Conduct and Compliance Policy](#), OH&S and procedures such as [conflict of interest](#) and [paid outside work](#) activities. Approved 'Paid Outside Work' arrangements and conflict of interest declarations must be attached to myPlan and reviewed annually.

Other Feedback

- 3.3. Where staff have more than one nominated supervisor or is seeking supervisory skills feedback, the performance supervisor is responsible for consulting with the other nominated supervisors/staff members to seek input and feedback on staff performance and to incorporate this feedback where appropriate.

Performance supervisor and staff member plan for year ahead

- 3.4. The performance supervisor and staff member discuss and endeavour to agree:
- details of the workload allocation ensuring it equates to 100% between the three categories of research, education and service;
 - strategies to achieve longer term career aspirations;
 - annual performance goals in the three areas of research, education and service with corresponding indicators of success;
 - how goals link to the faculty and President-led campus plans, academic performance standards and KPIs (refer to the [Monash Planning Framework](#));
 - the career development plan and associated professional development opportunities, including those in relation to academic promotion and the outside studies program (OSP);
 - any appropriate training, development or support which may assist the staff member to achieve their goals or improve their performance; and
 - where applicable, ensure any approved paid outside work or conflict of interest management plans are uploaded into myPlan.
- 3.5. Staff are encouraged to participate in the University's [health and wellbeing activities](#) and therefore should include a goal in respect of health and safety.
- 3.6. When the review and planning meeting is completed, the staff member make any changes required to their performance development plan and submit them to their performance supervisor via myPlan. The supervisor then confirms the plan for the year ahead.

Confirmation of planning review

- The performance supervisor will review the updated performance development plan and record relevant comments in the performance supervisor sections of the plan. Changes should be communicated to or discussed with the staff member.
- The performance supervisor confirms the annual review in myPlan.

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4. Mid cycle review (probation staff only)

- 4.1. Performance supervisors will note which of their staff members are subject to probationary periods and are responsible for scheduling a mid-cycle feedback meeting (to be conducted during the months of June to August). They will also consult with the head of unit about staff appointments that are approaching the end of the probationary period.
- 4.2. Only academic staff on probation are currently required to participate in a mid-cycle feedback meeting however performance supervisors are encouraged to meet with all staff members regularly throughout the year to provide constructive feedback on their progress.
- 4.3. At the mid-cycle review, probationary staff and performance supervisors will discuss:
 - progress in relation to probationary appointment and probation conditions;
 - progress in relation to the performance development plan over the last six months;
 - achievements relative to opportunity and progress toward each annual goal;
 - suitability of goals in light of any changing circumstances (where relevant);
 - achievements and progress in relation to the faculty's academic performance standards applicable to staff levels;
 - strategies to support the achievement of annual goals and career development plans;
 - relevance of information collected for the performance development portfolio;
 - general performance and any specific or priority areas requiring improvement and further support and development;
 - intellectual property, patent worthy discoveries or inventions to ensure compliance with the [Monash University Intellectual Property Regulations](#);
 - outstanding issues related to conduct and compliance policies such as conflict of interest and paid outside work, where relevant; and
 - agree on the next annual review and planning meeting date.
- 4.4. Following the mid-cycle review meeting, staff are to document any outcomes or variations in myPlan (including attaching relevant documentation). The performance supervisor will also record any comments and document the meeting in myPlan.

5. Support Information

Regular feedback

- 5.1. Performance supervisors and staff are expected to partake in feedback opportunities at various times throughout the year. The purpose of feedback and coaching is to help provide a clear expectation of performance, acknowledge progress, build confidence and provide support and encouragement.
- 5.2. Staff and performance supervisors are encouraged to record regular feedback in myPlan.

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Selection of Performance Supervisors

- 5.3. The head of unit is responsible for the performance management, mentoring and staff development of all academic staff within their unit/school/department/centre. This responsibility includes where appropriate, the counselling of academic staff for unsatisfactory performance and/or conduct, consistent with [clause 53](#) and [clause 64](#) of the [Monash University Enterprise Agreement \(Academic and Professional Staff\) 2014](#). In most cases, some performance supervision responsibilities, including the provision of regular feedback and annual performance discussions may be delegated to an alternative supervisor, who will be the immediate academic line manager, unless the University nominates an alternative supervisor at level C or above. The Provost nominates these academic performance supervisors for the coming performance cycle.
- 5.4. Notification of changes to performance supervisors are to be directed to the HR Operations Centre via email: email: hr@monash.edu or telephone: 990 20400.

Training of performance supervisors

- 5.5. Performance supervisors must ensure that they are adequately trained in the process of giving and receiving feedback. Supervisor workshops and training sessions are available for Supervisors who may be new to a supervisory role, would like refresher training or who have been directed to attend such training.
- 5.6. Performance supervisors who have previously completed training on the process and methods of giving and receiving feedback may apply for recognition of prior learning/training via [Staff Development/ Supervisors/ RPL for Supervisors](#) in Monash HR.
- 5.7. Training can be booked online at [Staff Development](#). A performance supervisor should contact their faculty's HR Business Partner if they are unsure of whether or not they should undertake performance supervisor training.

Alignment of University, school/department and individual goals

- 5.8. The head of unit must meet with academic performance supervisors to convey expectations and to clarify goals and objectives for the school or department for the coming year in the context of the faculty plan and other university plans. As part of the meeting they will discuss achievements and challenges of the past year.

Unsatisfactory performance

- 5.9. Where a staff member's performance is initially considered by the performance supervisor to be unsatisfactory, the performance supervisor will advise the head of unit.
- 5.10. The head of unit will then counsel the staff member and record in myPlan a written report which shows:
- the matters or factors not satisfactorily met;
 - the improvements required to achieve the goals and objectives (or satisfactory progress towards them); and
 - the proposed timelines for meeting the requirements for improvement.
- 5.11. The head of unit will also consider any enabling or mitigating circumstances and the staff member and supervisor should consider appropriate development or support to assist in improving performance.

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- 5.12. A copy of the report is to be provided to the staff member and a copy is to be retained by the performance supervisor. The head of unit has overall responsibility for the performance management of all academic staff within their unit/school/department/center, including, where appropriate, counselling of staff in accordance with the [Managing Unsatisfactory Performance: Academic Staff Procedure](#) under [clause 53](#) and/or [clause 64](#) of the [Enterprise Agreement](#).
- 5.13. This procedure does not preclude identification of unsatisfactory performance/conduct and undertaking of counselling outside the annual review process.

6. Responsibilities

Academic staff

- 6.1. Staff members are responsible for:
- familiarising themselves with this procedure;
 - completing a performance development plan within myPlan;
 - aligning goals to the university's objectives for research, education and service excellence;
 - aligning goals to the faculty's academic performance standards for research, teaching and service applicable to staff levels;
 - maintaining an up-to-date portfolio of evidence to substantiate performance, promotion and probation (including all SETU data);
 - actively seeking opportunities for professional development;
 - where necessary, disclosing relevant personal circumstances to facilitate an assessment of staff achievements relative to opportunity;
 - completing all mandatory training including induction, online equal opportunity and occupational health and safety;
 - attaching approved 'Paid Outside Work' arrangements and conflict of interest declarations within myPlan and review them with the performance supervisor annually;
 - following this procedure and all related procedures and policies and seeking advice from their HR Business Partner if required; and
 - performing their role satisfactorily and complying with their employment obligations.

Performance supervisor

- 6.2. The performance supervisor is responsible for:
- meeting with staff annually to review performance and development progress;
 - providing advice, coaching and regular and constructive feedback to staff
 - allocating and monitoring staff workloads, ensuring that they do not exceed maximum limits;

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- ensuring that staff plans are aligned to the unit/school/department/centre and university goals and to the academic performance standards applicable to the relevant academic classification level;
- noting which staff are subject to probationary periods and meeting with the probationary staff member to review performance and development progress annually and mid-cycle against their plan and probation conditions;
- participating in the probation review process of a staff member who is at the end of their probationary period as set out in the [Probation and Confirmation of Appointment Procedure](#) and Clause 58 of the relevant Enterprise Agreement ([Monash University Enterprise Agreement \(Academic and Professional Staff\) 2014](#) or [Monash University Enterprise Agreement \(Academic and Professional Staff\) 2009](#)).
- encouraging staff to disclose any relevant personal circumstance to facilitate an assessment of staff achievements relative to opportunity and reassuring staff that any personal information provided will be kept confidential and only used to help make a contextual and holistic assessment of staff achievements;
- recording unsatisfactory performance where this occurs and notifying the head of unit;
- being aware of outstanding issues related to grievance and disciplinary procedures of staff they are supervising;
- ensuring they are adequately trained in giving and receiving feedback
- ensuring staff have completed induction and online training in Equity & Diversity and Occupational Health & Safety;
- reviewing approved 'Paid Outside Work' arrangements and conflict of interest declarations with the staff member annually.
- confirming completed plans at the end of the annual performance development cycle; and
- following this procedure and all related procedures and policies and seeking advice from their HRBP if required.

Head of unit

6.3. The head of unit is responsible for:

- the performance management, mentoring and staff development of all academic staff within their unit/school/department/centre. This responsibility includes where appropriate, the counselling of academic staff for unsatisfactory performance and/or conduct, consistent with [clauses 64](#) and [53.5](#) of the ([Monash University Enterprise Agreement \(Academic and Professional Staff\) 2014](#)), including identifying in writing the factors which have not been satisfactorily met, specifying the improvement required to achieve the goals and objectives, or satisfactory progress towards them, and the timelines for meeting the requirements for improvement;
- taking a leadership role in developing the school or department's strategic and operational planning and managing the work unit to achieve its strategic direction and goals;
- providing clear direction to staff and nominated performance supervisors on expected deliverables and annual indicators for the unit, including communicating the applicable Faculty-specific academic performance standards;

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- ensuring that the unit's performance supervisors have attended training on giving and receiving feedback;
- mentoring staff as required;
- ensuring a staff member who is not meeting performance expectations, has received and understands performance expectations;
- providing guidance for improving the effectiveness of teaching, research and service outcomes; and
- monitoring and evaluating the school/department's teaching, research and community engagement activities in relation to comparable schools/ departments both within and outside the University; and
- following this procedure and all related procedures and policies and seeking advice from their HRBP if required.

Monash HR responsibilities

HR Business Partner

6.4. The HR Business Partner is responsible for:

- providing supervisors, heads of unit and deans with reports on myPlan participation (on request);
- assisting staff, supervisors, heads of unit and deans with understanding the requirements of the performance development process;
- assisting supervisors and heads of unit in managing unsatisfactory performance; and
- monitoring the mid-cycle reviews for academic staff on probation;

HR Operations Centre/Access HR

6.5. The HR Operations Centre/Access HR is responsible for updating performance supervisor details in myPlan. The HR Operations Centre is contactable via email: hr@monash.edu or telephone: 990 20400.

Workforce Policy and Performance

6.6. Workforce Policy and Performance is responsible for:

- maintaining this procedure and related procedures and documents;
- ensuring compliance of procedures with the University's Enterprise Agreement;
- updating this procedure in consultation and communication with key stakeholders;
- ensuring leadership coaches and workplace relations consultants are kept up to date with the University's performance development requirements; and
- generally providing advice and support with regard to the Performance Development Process: Academic Staff

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University Planning & Statistics

- 6.7. University Planning and Statistics is responsible for providing a range of evaluation services including maintaining the SETU data that must be included in academic staff performance development portfolios. If staff fail to include SETU data in the performance development portfolio and continue to neglect providing the data following a specific request from the performance supervisor and/or head of unit, University Planning and Statistics will release the data directly to the performance supervisor and/or head of unit. Refer to [University Planning and Statistics](#).

Responsibility for implementation		
Status	Revised	
Approval Body	Academic Quality and Standards procedure Name: Meeting: Date: Agenda item:	Operational procedure Name: Chief Human Resources Officer Date: Date effective Author: Director, Workplace Relations
Definitions	<p>Academic performance development plan: a planning template for academic staff that includes; reflection of the achievements in the previous year and areas for improvement, an articulation of longer term career aspirations, annual goals and a career development plan in support of annual and longer term goals, strategies, indicators and achievements.</p> <p>Academic performance standards: faculty or discipline specific performance standards for all academic staff against which academic performance will be measured, particularly for the purpose of probation, promotion and performance development. The standards are qualitative, quantitative or a mixture of both across the three key areas of academic activity - research, education and service. They include identified minimum performance standards, below which staff may be managed for unsatisfactory performance in accordance with the Managing Unsatisfactory Performance: Academic Staff procedure.</p> <p>The required performance standard:</p> <ul style="list-style-type: none"> • is established by the supervisor and discussed with staff; • is at or above the 'minimum' level of academic performance for the candidate's current level according to faculty-specific academic performance standards; • contains clear and defined criteria for performance that are measurable; and • contains criteria that are either qualitative or quantitative or a mixture of both. <p>Academic promotion: a process by which academic staff are promoted at Monash University based on merit.</p> <p>Achievement(s) relative to opportunity: is an evaluative framework in</p>	

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which the overall quality and impact of achievements is given more weight than the quantity, rate or breadth of particular achievements. Assessing achievements relative to opportunity involves giving consideration to circumstances, arrangements, career histories and overall time available to staff. This, in turn, allows appropriate evaluation of achievements in relation to:

- the quantum or rate of productivity,
- the opportunity to participate in certain types of activities, and
- the consistency of activities or output over the period of consideration.

Achievement relative to opportunity is a positive acknowledgement of what staff can and have achieved given the opportunities available and is not about providing “special consideration” or expecting lesser standards of performance.

Adjunct appointments: persons who are not currently staff of the University, but whose professional standing or specialist expertise would contribute to the teaching or research activities of a particular department or research center in the University. Normally, such appointments are unpaid.

Annual goals: are activities and outcomes that a staff member is expected to achieve that will assist them to achieve their annual objectives in the three areas of research, education and service, and to achieve their longer term career aspirations. Annual goals should be concise, measurable, achievable, and address relevant areas of academic activity in education, research and service. Academic staff must have a minimum of two annual goals in their performance development plan each year and they must record them in myPlan.

Annual work allocation: a combination of self-directed and assigned tasks in research, education and service allocated through Faculty Workload Models for teaching and research academic staff as described in [Clause 59, Monash University Enterprise Agreement \(Academic and Professional Staff\) 2014](#). The starting point for discussions about allocation of work is 40% teaching, 40% research and scholarship and 20% other activities. In the case of education-focused academic staff, workload allocation will have a significantly greater emphasis placed on teaching and teaching scholarship with a consequent reduction in expectations for research.

Conflict of commitment: occurs when one interest of a staff member, which may, or may not be a private interest or non-University interest may harm or interfere with the productivity or involvement of that staff member in aspects of their University responsibilities. It may concern the staff member’s distribution of efforts between employment obligations to the University and to outside activities. Conflicts of commitment can occur in research where the staff member’s non-University activities harm or interfere with the staff member’s research obligations.

Conflict of interest: The term ‘conflict of interest’ refers to a situation where a conflict arises for an individual between two competing interests, which are often, but not exclusively, interests of public duty versus private interests. Conflicts of interest may be reasonably perceived, potential or actual. Conflicts of interest can involve financial or non-financial interests of the staff member and the interests of a business partner or associate, family member, friend or person in, or has had a close personal relationship with the staff member. For further information refer to the [Conflict of Interest \(including Conflict of Interest in Research\) Procedure](#) and [Examples](#)

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[of Conflicts of Interest and Guidelines for Action](#) for further information.

Feedback: the primary means for recognising good performance and for redirecting performance that requires improvement. Feedback is an ongoing activity that is usually information based, regular, immediate, informal or formal and verbal. It is used to identify issues needing to be addressed and build trust and relationships in the workplace.

Head of unit: the head of unit/school/department/centre or director or, where applicable, a person acting as their nominee. If there are no heads of unit within the faculty, a deputy dean or equivalent may be delegated the head of unit's responsibilities for the academic performance development process. The head of unit is responsible for the performance management, mentoring and staff development of all academic staff within their unit/school/department/centre. This responsibility includes where appropriate, the counselling of academic staff for unsatisfactory performance and/or conduct, consistent with [clauses 64](#) and [53.5](#) of the ([Monash University Enterprise Agreement \(Academic and Professional Staff\) 2014](#) (see also Performance supervisor under the Definitions section of this procedure and Selection of Performance Supervisors under the section titled Support Information for further information).

HR Business Partner: is a key member of the Monash HR Business Partnering community and provides strategic advice, guidance and solutions that underpin key client goals, HR strategy and organisational vision to a particular client group.

Indicators of success: a detailed summary of performance outputs that demonstrate the achievement of or progress towards agreed goals in any given year.

Intellectual property: any copyright work, circuit layout, eligible layout, design, patent, invention, confidential information, know-how, plant variety, trade mark or other insignia of origin, and any related right. A duty to engage in research during any performance period includes a duty to carry forward the fruits of the research - for instance to invent things in the course of research and to co-operate with the University to commercialise or to patent any invention(s). Staff must also assign any intellectual property or invention created in the course of employment with the University, to the University, from the date the intellectual property comes into existence.

Note that under the Monash University Intellectual Property Regulation staff must not publish or otherwise disclose any patent worthy discovery or invention or any intellectual property (other than copyright belonging to staff under the [Monash University IP statute and regulations](#)) until such publication is approved in writing by the Intellectual Property Officer or nominee.

Joint appointments (also known as conjoint): usually a professor in the Faculty of Medicine, Nursing and Health Sciences who is also the Director of a clinical centre in a hospital, and who is actually employed and paid by the hospital on hospital employment conditions, but by virtue of their employment contract with Monash has the status of professor.

myPlan: an online performance planning tool that supports academic staff and supervisors to manage the performance development cycle.

myResearch: is the University's central repository system for research related information and provides Monash staff a single point of access to

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systems and information about grants, contracts, research outputs and ethics applications.

Outside studies program (OSP): provides academic staff with a period of relief from normal University duties to pursue research and other scholarly work to enhance staff development, extend the body of knowledge in their chosen field and improve research performance. For more information refer to the [Outside Studies Program procedure](#).

Paid outside work: means remunerated work or professional development activity that staff undertake for an external party which is outside their normal university duties. For more information refer to the [Paid outside work procedure](#).

Performance development portfolio: evidence or material that supports staff claims of progress made and goals achieved such as awards received, articles published, SETU data, books written and any other relevant evidence. These documents may be stored electronically within the attachments section of staff performance plans in myPlan.

Performance improvement: the process of professional growth through targeted learning and development activities.

Performance supervisor: although the head of unit is responsible for the performance management, mentoring and staff development of all academic staff within their unit/school/department/centre, in most cases, some performance supervision responsibilities, including the provision of regular feedback and annual performance discussions may be delegated to a nominated supervisor, who will be the immediate academic line manager, unless the University nominates an alternative supervisor at level C or above.

For the purposes of this procedure, the performance supervisor is the nominated supervisor.

The nominated supervisor must be trained to perform their role in the performance development process and in the process and methods of providing feedback. Where staff have two or more nominated supervisors, one should be nominated as the performance supervisor.

Probationary period: is the period of probation as referred to in Clause 58 of the relevant Enterprise Agreement ([Monash University Enterprise Agreement \(Academic and Professional Staff\) 2014](#) or [Monash University Enterprise Agreement \(Academic and Professional Staff\) 2009](#)). Periods of probation are managed via the relevant procedure. For staff appointed prior to October 7th, 2014: [Probation and confirmation of academic appointments made prior to October 7th, 2014 procedure](#). Staff appointed on or after October 7th, 2014 are managed via the [Probation and confirmation of academic appointments made on or after October 7th, 2014 procedure](#).

Pure: is the University's research management system which provides information for Monash staff on their grants, contracts, research outputs and research achievements. Pure can be used by academic staff to create personalised CVs in support of their performance development goals and plans and other performance related processes.

Relevant personal circumstances: may include family responsibilities (for example child rearing, elder-care, illness of a partner or dependant), a

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	<p>temporary or permanent disability, relevant cultural expectations or circumstances, periods of part-time working and/or absences due to ill-health or injury.</p> <p>Research only academic staff: academic staff engaged on research only functions for a contract period not exceeding five years.</p> <p>SETU (Student Evaluation of Teaching and Unit): is the University's online teaching and unit evaluation instrument.</p> <p>Unsatisfactory performance: is performance that fails to meet the University's expectations of the staff member and includes when a head of unit determines that the staff member's performance is unsatisfactory in accordance with clause 54 and/or 64 of the Monash University Enterprise Agreement (Academic and Professional Staff) 2014. Also refer to Managing Unsatisfactory Performance: Academic Staff procedure.</p>
Legislation Mandating Compliance	
Related Policies	<ul style="list-style-type: none"> • Conflict of Interest (including Conflict of Interest in Research) procedure • Paid Outside Work Procedure • Probation and confirmation of academic appointments made prior to 7 October 2014 procedure • Probation and confirmation of academic appointments made on or after 7 October 2014 procedure • Academic Promotion for Candidates Level B procedure • Academic Promotion for Candidates Levels C-E procedure • Managing Unsatisfactory Performance: Academic Staff procedure • Outside Studies Program procedure
Related Documents	<p><u>EA Agreements</u></p> <ul style="list-style-type: none"> • Clause 52 - General Principles • Clause 53 - Termination of Employment and Disciplinary Action - Academic Staff • Clause 55 – Research Misconduct • Clause 56 - Employment Related Grievance Resolution Procedure • Clause 58 - Probationary Employment Principles - Academic Staff • Clause 59 – Academic Workloads • Clause 60 – Summer Teaching Period • Clause 64 - Performance Development <p><u>Documents</u></p> <ul style="list-style-type: none"> • Academic Performance Standards • Appointment of existing staff to an Education-focused academic role or Practice academic Role • Assessment of achievement relative to opportunity • Conduct and Compliance Policy • Monash University Intellectual Property Regulations

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SCHEDULE(S)	
Additional mandatory requirements specific to a Faculty or Offshore location Education procedure This field will only be published if required.	
Name of Faculty/Offshore Location	N/A
Procedure Statement	N/A