



3.2.7 Performance Appraisal Policy

1.0 Rationale

At Acknowledge Education (AE) and ICHM (herein, the Colleges), we recognise the critical role that performance appraisal plays in ensuring continuous improvement and excellence in our academic leadership. Regular performance evaluations provide an opportunity for all staff to reflect on their contributions, growth, and areas of improvement, ultimately enhancing the quality of education we provide. The purpose of this policy is to:

- Assess and recognise the contributions of staff members.
- Identify areas for improvement and professional development.
- Align individual performance with institutional goals and values.
- Facilitate open communication between staff and their line managers.
- Support career growth and progression within the Colleges.
- Provide academic oversight and monitor professional development and scholarship advances.
- Support academic staff to maintain and demonstrate appropriate discipline, industry and professional currency relevant to their teaching and/or fieldwork supervision responsibilities.

2.0 Scope

This policy applies to all employees of Acknowledge Education and ICHM.

3.0 Regulatory Context

- Higher Education Standards Framework (Threshold Standards) 2021
- National Code of Practice for Providers of Education and Training to Overseas Students 2018
- Standards for Registered Training Organisations (RTOs) 2025
- Community Work Australia (CWA) Accreditation Guidelines

4.0 Policy

4.1 Performance Review

- 4.1.1 The Colleges conduct routine performance appraisal for all its staff, including permanent, fractional full-time, and sessional contracted staff members.
- 4.1.2 For those on continuous or fixed-term contracts, a performance appraisal and feedback discussion are carried out at least once every 12 months by their respective line managers.
- 4.1.3 Staff members with contracts lasting 12 months or less undergo their reviews at least two weeks before the end of their fixed-term contract.



4.2 Performance Review and Feedback Process

Performance Reviews will address key elements, including:

- Reviewing the staff member's role and responsibilities in accordance with the position description.
- Assessing progress towards objectives, skills, and knowledge discussed in previous appraisal sessions.
- Evaluating the staff member's workload in accordance with 3.2.2 Teaching and Administrative Staffing Policy and Procedure, with an opportunity for staff to voice workload concerns.
- Recognising the staff member's initiatives and achievements.
- Collaboratively devising a plan for future performance objectives and professional development activities.
- For academic staff, reviewing discipline, industry and professional currency relevant to the staff member's teaching and/or fieldwork supervision responsibilities, including evidence provided through applicable annual currency declarations.
- Providing feedback on the staff member's performance against previously set objectives and assigning a rating based on the criteria in Table 1.
- If applicable, communicating whether an increment will be granted.
- Offering feedback and coaching to address areas in need of improvement, with clear documentation in cases of unsatisfactory performance.

4.3 Alignment with Position Description and Performance Standards

The appraisal will align performance objectives with the staff member's position description and performance standards. This alignment considers factors such as:

- The staff member's unique circumstances, including work fraction, comparative workloads, and career aspirations.
- The operational demands of their role.
- Staff members' voluntary disclosure of relevant personal situations and work arrangements.

At the end of each performance appraisal, an agreement is reached between the line manager and the employee, outlining the development plan for the upcoming 12 months. For academic staff, the development plan must include appropriate goals and/or activities to support the ongoing maintenance of discipline, industry and professional currency relevant to the staff member's role. Where the appraisal identifies insufficient evidence of required currency, appropriate currency-building activities must be incorporated into the development plan and monitored to completion.

4.4 Academic Staff Discipline, Industry and Professional Currency

- 4.4.1 Academic staff are responsible for maintaining and demonstrating discipline, industry and/or professional currency appropriate to their teaching and fieldwork supervision responsibilities. Currency must be relevant to the staff



member's allocated units and/or fieldwork supervision responsibilities and demonstrate ongoing engagement with contemporary practice.

- 4.4.2 Academic staff must complete an annual declaration of relevant industry and professional currency. Evidence provided through the declaration will be reviewed as part of the annual performance appraisal process.
- 4.4.3 Evidence of industry and professional currency may include a combination of:
- current or recent professional practice, employment or consultancy;
 - structured engagement with relevant industry organisations and practitioners;
 - practice-focused professional development and training;
 - participation in relevant professional associations, sector networks, communities of practice or conferences;
 - substantive fieldwork and placement engagement with agencies and supervisors; and
 - practice-related scholarship, research or consultancy involving contemporary industry or professional practice.
- 4.4.4 The nature and extent of evidence required will depend on the staff member's discipline, allocated teaching and/or fieldwork supervision responsibilities and any applicable professional or accreditation requirements.
- 4.4.5 Where the annual review identifies insufficient evidence of required industry or professional currency, the line manager must identify appropriate currency-building activities in consultation with the staff member. These activities must be incorporated into the staff member's professional development/performance plan and monitored to completion.

Community Services

- 4.4.6 Staff teaching core Community Services units or supervising Community Services fieldwork placements must retain industry currency in accordance with Community Work Australia requirements. Industry currency must be relevant to the units taught and/or fieldwork supervision responsibilities undertaken and demonstrate ongoing engagement with contemporary Community Services practice.
- 4.4.7 The Director, Teaching and Learning and relevant Head of Department are responsible for oversight of compliance with Community Work Australia industry currency requirements, including ensuring completion of annual declarations and review of evidence through the performance appraisal process.

4.5 Increment Increase

- 4.5.1 Progressing to the next increment is dependent on performance and is not automatically applied for each performance appraisal or year of service.
- 4.5.2 Staff members who receive an advanced or higher rating from their line manager, as defined in Table 1, will be eligible for an increment.



4.5.3 To be eligible, staff must have completed the previous performance appraisal or have executed an alternative post-appraisal performance plan that was negotiated with their line manager before embarking on development.

4.5.4 Increments cannot be applied in situations including

- A staff member's refusal to participate in the performance appraisal process.
- Continued unsatisfactory performance after undergoing a performance improvement process.
- Where the goal setting for the previous performance review was not completed by the employee.

Table 1: Performance Appraisal Ratings

9-10	Exceeding Expectation	Outstanding and consistent performance that far exceeds all normal expectations for each aspect of the job. This rating is reserved for exceptional performance where the employee demonstrates proficiency at a high level, stays up to date with best practices, and serves as a resource to help others achieve success. Extraordinary performance in this category requires an explanation with examples.
7-8	Advanced	Consistently exceeds normal performance expectations for most key aspects of the job. This rating describes employees who make significant contributions with minimal supervision. Evidence of achieving this rating level is expected to be provided.
5-6	Proficient	Meets normal job requirements in accordance with established standards. This rating describes expected, skilled performance and denotes that the employee can be counted on to contribute fully.
3-4	Developing	Overall performance is acceptable, but improvement is needed in one or more significant aspects of the job. Requires an explanation and suggestions for improvement. This may be an acceptable rating for a newer employee or someone taking on a new area of expertise.
1-2	Requires Development	Does not achieve acceptable or satisfactory performance in the major aspects of the job. Rating in this category indicates a persistent pattern or severity of not meeting expectations that hinders the department in achieving its objectives and requires an explanation from the evaluator.



4.6 Performance Planning and Review of Casual Staff

- 4.6.1 When a casual staff member begins their employment at the Colleges, they will be expected to ensure their performance achieves the duties outlined in their position description and the policies and procedures of the Colleges.
- 4.6.2 Throughout the duration of the casual engagement, the line manager of the casual staff member closely monitors their performance.
- 4.6.3 In cases of exceptional performance, the line manager may acknowledge and reward the casual staff member by offering further employment opportunities.
- 4.6.4 Should the line manager have concerns regarding the performance of a casual staff member, an open discussion will be initiated with the staff member. Recommendations may be made for the staff member to engage in training and development activities.
- 4.6.5 In cases where the supervisor deems the casual staff member's performance unsatisfactory, the option of terminating the casual staff member's engagement in accordance with the employment contract may be considered.

4.7 Confidentiality

- 4.7.1 Details of performance reviews and feedback discussions will remain confidential between the staff member, their line manager and subsequent supervisors.
- 4.7.2 Where reasonably required to assist in the implementation of the performance plan, details of the review outcomes may be shared with more senior managers in the relevant department or finance department.
- 4.7.3 Information from the performance reviews and feedback discussions may be provided to decision makers relating to increment adjustment decisions and probation conclusion periods.

4.8 Documentation and Storage

- 4.8.1 Outcomes of the feedback discussion are documented and securely stored by the line manager with the UP Education People Team.
- 4.8.2 Both the staff member and the line manager retain copies of the performance review documents for their records.

5.0 Roles and Responsibilities

5.1 Line Managers

- Conduct regular performance evaluations for staff under their supervision, including permanent, fractional full-time, and sessional contracted staff at least once every 12 months for staff on continuous or fixed-term contracts.
- Address key elements during performance reviews, including reviewing roles and responsibilities, assessing progress towards objectives, evaluating workload, recognising initiatives and achievements, setting future performance objectives and professional development activities, providing feedback and coaching, and documenting performance.



- Align performance objectives with the staff member's position description and performance standards, considering individual circumstances, operational demands, and voluntary disclosures.
- Collaborate with staff members to establish development plans for the upcoming 12 months.
- Address performance concerns and recommend training and development where needed.
- Ensure clear documentation in cases of unsatisfactory performance.
- Securely store outcomes of feedback discussions and performance review information.
- Share review outcomes with relevant senior managers when necessary for implementation of the performance plan.
- For academic staff, review evidence of discipline, industry and professional currency as part of the annual performance appraisal process.
- Ensure that identified currency-development requirements are incorporated into the staff member's professional development/performance plan and monitored to completion.
- Ensure completed annual currency declarations and associated evidence are appropriately documented and retained.

5.3 Director, Teaching and Learning and Heads of Department

- overseeing the maintenance and annual review of discipline, industry and professional currency for relevant academic staff;
- ensuring applicable professional and accreditation requirements relating to staff currency are understood and incorporated into review arrangements; and
- for Community Services, overseeing compliance with CWA requirements for the industry currency of staff teaching core units or supervising fieldwork placements.

5.2 Finance Director

- Provide scope in the budget for financial support for expenses incurred during scholarly activities or professional development when appropriate or as outlined in performance appraisal outcomes.
- Allocate sufficient paid leave to enable staff to engage in scholarly activities and professional development.

5.3 Staff Members

- Participate in the performance appraisal process.
- Collaborate with their line manager to establish development plans for the upcoming 12 months.
- Engage in discussions and provide input during performance reviews and feedback discussions.



- Act on feedback and coaching to improve performance.
- Complete goal setting established at performance review within 12 months.
- Maintain discipline, industry and/or professional currency appropriate to their role and responsibilities.
- For academic staff, complete applicable annual currency declarations and provide appropriate evidence of currency relevant to their teaching and/or fieldwork supervision responsibilities.
- Complete any agreed currency-building activities identified through the performance appraisal process.

6.0 Definitions

Term	Definition
Increment	An increase in pay or salary based on performance.
Industry Currency	Current knowledge, skills and engagement with contemporary practice relevant to the industry or professional field in which a staff member teaches and/or supervises fieldwork. Industry currency may be demonstrated through a combination of professional practice, industry engagement, professional development, sector participation, fieldwork engagement, scholarship, research or consultancy.
Line Manager	The individual responsible for supervising and evaluating the performance of a staff member.
Performance Appraisal	A structured assessment process to evaluate an employee's job performance and set goals for improvement.
Performance Improvement Process	A process designed to help employees address and improve areas of their performance that are unsatisfactory.
Position Description	A document that outlines the duties, responsibilities, and requirements of a specific job role.
Sessional Contract	A contract of employment for a temporary or part-time position.
Unsatisfactory Performance	Performance that does not meet the required standards and expectations for a particular job role.
Voluntary Disclosure	The act of providing information about personal circumstances or work arrangements willingly and without pressure or obligation.
Workload	The amount and type of work assigned to an employee, often measured in terms of tasks, projects, or responsibilities.

7.0 Related Documents

Document Name
3.2.2 Teaching and Administrative Staffing Policy and Procedure



3.2.4 Scholarship and Professional Development Policy

3.2.5 Scholarship and Professional Development Procedure

3.2.6 Academic Staff Professional Development Policy

Employment Contract

Employee Code of Conduct

Employee Induction Kit

3.2.9 Performance Appraisal Template

3.2.8 Performance Appraisal Procedure

8.0 Document Information

Document Name	Performance Appraisal Policy
Document Number	3.2.7
Purpose	To enhance the continuous improvement and excellence in our academic leadership and organisational operations.
Audience	☒ Staff ☐ Students ☒ Public
Category	Teaching
Subcategory	Staffing
Approval Date	23/10/2023
Effective Date	23/10/2023
Last date of approval	24/09/2026
Next Review Date	24/09/2028 (2 year cycle)
Responsible Officer	Provost
Approving Authority	Board of Directors
Contact	Quality Assurance Regulator.compliance@ae.edu.au

9.0 Change Log

Date	Version	By	Notes
21/09/2023	1.0	Narelle Whatley (Dean)	Created
09/09/2026	2.0	Head of Quality and Risk	- Updated roles and responsibilities - Embedded an annual declaration, review, evidence, development and oversight of academic staff industry and professional currency, including specific requirements for compliance with CWA standards. - Updated Responsible Officer from Dean to Provost



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- Updated Approving Authority from AB to BoD
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