

# Career Planning, Development and Performance Expectations for Senior Staff

## Section 1 - Purpose

(1) The Policy establishes the principles and processes which the University uses to support performance expectations, development and career planning. The University strives for a culture where giving and receiving feedback in a constructive and respectful manner is a part of all staff members' duties.

## Section 2 - Application

(2) This Policy applies to all positions classified at senior staff group (SSG) levels SSGA-SSGE.

## Section 3 - Roles and Responsibilities

| Position   | Responsibility  |
|--|---|
| Vice-President (People) and Chief People Officer | Approves supporting procedures under this Policy.<br>Provides relevant resources, training and development to ensure senior staff can successfully participate in this process.   |
| Supervisor                                       | Provides guidance and coaching to senior staff for whom they are the designated supervisor.<br>Actively engages with relevant senior staff members on career planning, development and performance expectations to ensure senior staff have clear goals, ongoing feedback and support for professional development.<br>Considers and approve senior staff member's Career planning, development and performance expectations form or equivalent if required.<br>Seeks feedback on the relevant senior staff member's performance from stakeholders including additional reviewers, peers, external stakeholders and students regarding contributions and performance.<br>Makes a recommendation, where appropriate, to the authorising officer, on renewal of a fixed-term appointment. |
| Senior Staff                                     | Engages in regular communication with supervisors on career planning, development and performance expectation.<br>Completes Career planning, development and performance expectations form to be considered for a performance pay bonus.<br>Provides advice to the relevant supervisor as to whether they are seeking a renewal of their contract.  |

## Section 4 - Career planning, development and performance expectations

(3) Senior staff are expected to participate in regular communication with their supervisor to discuss, where relevant:

- Career planning;
- Training and development requirements and opportunities;

- Performance expectations;
- Leave;
- Workload;
- Annual workplan; and
- Renewal of fixed-term appointment.

(4) A request for feedback or performance planning can be initiated by either the senior staff member or their supervisor.

(5) Feedback should be focused both on opportunities for future capability and development and reflection of past successes and learnings.

(6) A template Career planning, development and performance expectations form has been developed for use by staff members and supervisors. Senior staff members are required to complete this form, or equivalent, as this informs the senior staff member's performance pay bonus.

## Section 5 - Performance Objectives

(7) The career planning, development and performance expectations process has the following objectives:

- to promote sound communication channels at upper management levels;
- to align the senior staff member's performance expectations with University and unit level strategic and operational priorities;
- to provide regular forums for feedback and to provide opportunities for senior staff to identify career options and plans;
- to determine the development needs of the senior staff group and provide a mechanism for the continuous development of this group; and
- to provide a mechanism to review performance.

## Section 6 - Renewal of Fixed-term Contracts

(8) A senior staff member may or may not be appointed for an additional term in the senior staff position when their fixed-term contract expires.

(9) Subject to the senior staff member's letter of offer, where a senior staff member seeks renewal of their contract, the senior staff member is required to advise their supervisor at least 6 months (or 12 months for Heads of School) prior to expiration of the fixed-term contract. The supervisor will provide a recommendation to the authorising officer regarding the offer of a further contract. The recommendation will be based on the organisational requirements of the University (including structure, strategy and budget). Where necessary, the supervisor shall seek formal or informal 360° feedback and may meet with the senior staff member to gather additional information in support of the final recommendation.

(10) Renewal of fixed-term contracts are approved by the relevant authorising officer.

## Section 7 - Feedback on performance

(11) The University will normally seek feedback on the performance of a senior staff member including (e.g. through a formal or informal 360° process) and for the purposes of determining renewal of contract.

## **Section 8 - Resolution of Disputes Arising from Career Planning, Development and Performance Expectations Discussions**

(12) Where disputes arise in discussions relating to career planning, development and performance expectations between the supervisor and senior staff member, either party may seek the assistance of the manager of the supervisor to help reach a mutually acceptable outcome. The supervisor's manager may meet with both parties to clarify and resolve the issues.

(13) Where the dispute is unable to be resolved by the supervisor's manager, the senior staff member may seek resolution via the [Complaints Framework for Staff Policy](#).

## **Section 9 - Social Justice**

(14) All aspects of the career planning, development and performance expectations discussions shall be consistent with the University's social justice policies.

## **Section 10 - Supporting Procedures**

(15) Template for career planning, development and performance expectations is available from Human Resources.

## **Section 11 - Delegations**

(16) Refer to [Register of Authorities and Delegations](#) (VC053, VC066) (QUT staff access only).

## **Section 12 - Exceptions to Policy**

(17) The Vice-President (People) and Chief People Officer is authorised to approve variations to this policy in exceptional circumstances. Any such variation will be recorded by Human Resources.

## Status and Details

|                           |   |
|---------------------------|---|
| <b>Status</b>             | Current   |
| <b>Effective Date</b>     | 1st January 2024  |
| <b>Review Date</b>        | 1st January 2028  |
| <b>Approval Authority</b> | Senior Governance Coordinator (Policy)                                |
| <b>Approval Date</b>      | 20th December 2023  |
| <b>Expiry Date</b>        | Not Applicable  |
| <b>Policy Owner</b>       | Gillian Bromley<br>Vice-President (People) and Chief People Officer   |
| <b>Author</b>             | Gillian Bromley<br>Vice-President (People) and Chief People Officer   |
| <b>Enquiries Contact</b>  | Ann-Maree Waugh<br>Associate Director, People and Workplace Relations |