



Staff Review and Development Policy

1. Purpose and Scope

This policy describes the approach to performance management and professional development for the staff of King's Own Institute (KOI).

This policy does not apply to the CEO and President whose performance management and professional development review will be conducted by Council or a designate appointed by Council.

2. Related Documents

This Policy is to be read in conjunction with KOI's:

- Staff Review and Development Procedure
- Staff Review and Development Form
- Staff Management Procedure

3. Statement of Policy

KOI recognises that its staff are its greatest resource and a key factor in the plans for success as a quality higher education provider.

The purpose of the Policy is to encourage and support employees to actively pursue their professional and career development as an integral element of their employment. KOI acknowledges that continuing professional development contributes to personal job satisfaction, workplace productivity, reward and recognition."

KOI is committed to staff development enabling all staff to develop professionally and contribute to the growth of KOI in a rapidly changing environment.

For academic staff, this means a commitment to scholarship and keeping up-to-date with current trends in their discipline and its teaching approaches. For staff with management responsibilities, it means familiarity with changes in legislation and regulation that impact on their duties and responsibilities and the services to students.

All staff are required to be involved in professional development relevant to their role.

This policy details the processes by which staff may identify their training needs and participate in professional development based on an annual performance review conducted with their supervisor.

4. Professional development

Each staff member and their supervisor are jointly responsible for contributing to performance review, identifying of training needs and negotiating arrangements to address these needs. The reporting and supervisory lines are summarised in the KOI Organisation Chart.

The individual staff member's responsibilities are to:

- develop training and development goals that meet both their own needs and those of KOI (as identified in the Strategic Plan) in consultation with their supervisor;
- participate in workplace training and development activities which may also involve coaching and mentoring others through on-the-job training;
- keep a professional development portfolio to document their activities and benefits gained from them.

The supervisors and staff with management responsibilities (including the Vice-Presidents, Heads of



Program and where relevant, subject co-ordinators) are responsible for:

- discussing development needs with individual staff members as part of the annual performance review and at other appropriate times;
- influencing performance with coaching, mentoring and support;
- providing feedback on performance and potential for career development;
- identifying training and development needs through the performance review and development process.

Sufficient resources, including an appropriate budget allocation, will be made available for professional development.

5. Types of Professional development

5.1 Teaching, learning and scholarship

Professional development for academic and academically-related staff will be facilitated through:

- new employees being provided with training relevant to their role as part of their induction into KOI;
- regular academic discussions and workshops on teaching and learning, curriculum development, pedagogy and innovation;
- support and/or time in lieu for research and research training such as PhD studies and qualifications in higher education teaching and learning;
- support for conference presentations and professional contributions relevant to the work of KOI;
- encouragement for engagement with professional and industrial associations relevant to the work of KOI;
- membership of relevant professional bodies
- subscriptions to relevant professional journals and magazines

All academic staff may apply for support towards the pursuit of higher degree qualifications and professional activities in the form of workload adjustment, leave or financial support.

Sessional staff professional development requirements will be assessed by the Vice- President Academic. Sessional staff will be paid for attending formal KOI development sessions.

The Vice-President (Academic) will be responsible for promoting an annual staff development program for academic staff and maintaining a record of professional development activities.

5.2 Leadership and management

New staff members will be provided with training relevant to their role as part of their induction into KOI.

All staff are encouraged to consider professional development to improve their skills in aspects of administration, supervision, management and leadership. KOI will run regular briefings on planning and development, risk management and business continuity, organisational culture, academic freedom and integrity, policies and procedures.

Staff may apply for support towards the cost of such professional development in the form of leave or financial support.

5.3 Education regulation

All staff are encouraged to keep themselves informed about education issues, especially those which might affect the welfare of students. KOI will run regular familiarisation sessions for all staff on significant issues in



education and on the way in which KOI is approaching them, including the Higher Education Standards Framework, the ESOS Act and the National Code for Providers of Education and Training to Overseas Students, the Australian Qualifications Framework.

5.4 Complaints handling

KOI will arrange training in receiving, responding and resolving complaints and whistleblowing actions.

5.5 Software Training

Software training on KOI systems is the responsibility of the IT Manager. External IT training may also be provided where it is a necessary requirement for a position.

5.6 Work Health and Safety

KOI will arrange training in workplace health and safety and training in critical incident procedures (refer to the Critical Incident Policy) for all staff. Such programs may include, but are not limited to, risk assessment and safe operating procedures, mental health, wellbeing, responding to emergencies. First aid and fire warden training will be arranged for designated staff.

5.7 Equity and diversity training

KOI will conduct training to fulfil its obligations under equity and diversity regulations and policies. Such programs may include, but are not limited to, prevention of sexual harassment, prevention of bullying and harassment, anti-discrimination responsibilities, supporting students with a disability, understanding equal opportunity and cross-cultural awareness.

6. Probation review

New employees of KOI will be employed for a probationary period of six (6) months. The CEO and President may shorten or waive the probationary period at his discretion.

KOI will assess an employee's performance and conduct throughout the probationary period and provide feedback about these issues. The continued employment of the employee is dependent upon their successful completion of the probationary period.

The annual performance review process will commence following successful completion of the employee's probationary process.

7. Performance review

Performance reviews for all staff will be conducted annually with their supervisors. The review will be based on a self-evaluation by the staff member of their strengths and development needs in relation to the duties and expectations of their position. The review is intended to allow a frank discussion and airing of any issues, including management performance, affecting the staff member's work. The discussion is strictly confidential between the staff member and the supervisor.

The format of the discussion should cover:

- Review of the staff member's role and performance over the last 12 months
 - Changes in the job description in the last 12 months
 - Strong aspects of performance
 - Performance areas for improvement
- Review of the workplace and working conditions
 - Positive aspects of workplace changes that have impacted on the staff member's job
 - Aspects requiring improvement to assist the staff member's work
- Desirable and potential changes to the work of the staff member
- Training and resource requirements to assist the staff member in their job



- Career development
- Other points.

The summary report by the supervisor will outline whether job requirements are being met under the dimensions of

- Communication skills
- Commitment and work ethic
- Customer and client service
- Initiative
- Productivity and quality of work
- Professionalism and personal presentation
- Teamwork

The staff member and supervisor will agree on training and development strategies for the forthcoming year and document the agreed goals and resources.

The supervisor will also indicate whether a special performance review is required and whether there are any significant improvements required prior to the next performance review.

The staff member will have an opportunity to comment on the summary report before it is forwarded to the relevant senior manager.

8. Performance management

When an employee's performance does not meet expectations or their actions or behaviour does not reflect KOI's culture and values or ways of working, their Manager has the responsibility to address it.

This can be achieved via a quality discussion, whereby the Manager meets with the employee to discuss the performance/behaviour issue. The meeting will allow you to discuss expectations, identify the reasons for the performance issues and determine actions required for the employee to improve their performance.

Where an employee's performance and/or conduct does not improve following performance feedback discussions, or the matter is of a serious nature, the Manager is required to conduct a Formal Disciplinary Discussion with the employee in conjunction with a member of the Human Resources team.

9. Roles and responsibilities

Staff development is a consultative process between staff and their supervisors who are jointly responsible for the review. Training and development needs are identified through the annual performance review process and approved by the relevant senior manager.

Staff are responsible for keeping a professional development portfolio to document their activities and benefits gained from them.

The Vice-Presidents are developing staff development programs and maintaining records of staff development activities in their areas, based on the professional development portfolios which are kept by staff.

The CEO and President has overall responsibility for the implementation of the policy, development of an annual schedule of development activities and providing an annual report to Council, Academic Board (for Academic staff) and the Audit and Risk Committee (for Professional staff).

The Academic Board will review the annual plan for professional development in teaching and scholarship and monitor the activities undertaken.



Document control

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*****END OF POLICY*****