



Staff Review and Development Procedure

1. Purpose and Scope

This procedure supports the implementation of the Staff Review and Development Policy.

This procedure applies to all full-time staff appointed on a continuing contract of one year more at KOI. This procedure does not apply to the CEO and President with review and development being conducted by Council.

2. Related Documents

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

- Staff Review and Development Policy
- Quality Management Policy

3. Definitions

The terminologies used in this Procedure are self-explanatory. Detailed definitions are not required.

4. Procedure

This procedure requires actions by the following:

- a. Supervisor;
- b. Staff Member;
- c. Relevant member of the Senior Executive Group;
- d. Manager, Human Resources; and
- e. CEO and President.

Staff Review and Development is conducted throughout the year. It involves:

- a. planning and setting objectives;
- b. reviewing progress and providing feedback; and
- c. conducting a performance review.

5. Roles and Responsibilities

5.1 Supervisor

Set Objectives

1. Provide staff with information on the organisational unit plans for the coming year.
2. Discuss and agree the objectives, performance indicators and learning and development plans with the staff member and ensure these are captured into the online SRD form.
3. Review and approve a staff member's SRD objectives, performance indicators and development plans.



Review Progress and Provide Feedback

4. Have regular discussions with a staff member to review progress and provide feedback on their performance. In these discussions:
 - a. review any issues relating to the staff member's workload;
 - b. document achievements and milestones reached;
 - c. document any unplanned objectives and / or changes to current objectives along with relevant changes to original performance indicators if required;
 - d. determine whether the staff member is likely to achieve performance objectives and, where possible, resolve barriers to achievement;
 - e. identify and plan ways to address learning and development needs; and
 - f. provide constructive feedback.
5. Provide coaching and developmental support.
6. Provide timely feedback regarding:
 - a. good / high performance; and
 - b. poor performance, and development / actions required to achieve desired results and ultimate consequences if not met.

Perform End-Of-Year Review

7. Prepare for the end-of-year SRD discussion by reviewing and preparing feedback on the staff member's performance and learning and development objectives.
8. Meet the staff member to review and evaluate his or her performance during the year and ensure this is captured in the SRD form.
9. Where an end-of-year performance rating is required, and there are ratings in a work area from more than one supervisor, the relevant member of the Senior Executive Group or head of organisational unit may conduct a moderation process to ensure ratings are applied consistently. If required, participate in a moderation process after which you advise staff of his or her performance rating.

Request Review By Higher-Level Staff

10. If a staff member requests a review by higher-level staff, refer the SRD and other documentation to the next supervisory level for review.
11. If you are the next-level supervisor, meet with the staff member before deciding. If you cannot resolve the matter and the staff member considers there are issues of bias, direct or indirect discrimination on grounds as identified in the Prevention and Resolution of Bullying, Discrimination and Harassment Policy, then refer the matter to the Human Resources Manager for investigation.

Report Development Activities to Next-Level-Supervisor

12. Prepare an annual report of all development activities for all staff you supervise to your next-level up manager.

5.2 Staff Member

Set Objectives

1. Refer to the Staff Review and Development Policy and the SRD form for information on the process and how to complete the SRD form.



2. Prepare or review initial performance objectives, learning and development plans and performance expectations and discuss these with your supervisor.
3. Relevant information is available from your supervisor and may include, but is not limited to:
 - a. the Position Description;
 - b. the strategic objectives of KOI and the organisation unit;
 - c. operational objectives for your work area;
 - d. workload models; and
 - e. academic promotional criteria.
4. Ensure your objectives and learning and development plan are captured in the SRD form and submitted to your supervisor to review and approve.

Review Progress and Obtain Feedback

5. Document achievements, milestones and any unplanned objectives in your SRD folio.
6. Discuss your progress and outcomes regularly with your supervisor and seek feedback and support as needed to achieve your objectives and development goals.

Perform End-Of-Year Review

7. Prepare for the end-of-year SRD discussion by reviewing your performance and learning and development objectives and evaluating your achievements and progress.
8. Meet with your supervisor to review and evaluate your performance during the year.
9. Update your SRD form and submit it to your supervisor for review.

Request Review by Higher-Level Staff

10. If you do not agree with the objectives or outcomes of the SRD, you can request a review by higher-level staff, providing relevant supplementary information for review and final determination.

5.3 Human Resources Manager

1. Provide the first line of support for SRD enquiries.
2. Track SRD completion rates.
3. Report SRD completion rates to higher-level supervisors and to the CEO/President.
4. Where moderation is used, co-ordinate the process.
5. Where allegations of bullying and harassment or discrimination are made, co-ordinate investigations and decide on matters which need to be referred for review or investigation.

5.4 CEO/President

1. Provide oversight for the implementation of the policy and;
2. Provide an annual report on development activities to and the Council, the Academic Board (for Academic Staff) and the Audit and Risk Committee (for Professional Staff).



6. Associated Information

- Higher Education Industry General Staff Award;
- Higher Education Industry Academic Staff Award; and
- National Employment Standards.

Document control

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