1. INTRODUCTION

Staff on continuing appointments may be required to undertake a period of probation in accordance with the provisions of the current industrial Agreement. It is expected that, subject to satisfactory performance during the probationary period, the staff member will be confirmed.

2. SCOPE

These procedures must be followed when assessing the performance of probationary academic staff on continuing appointments, and should be read in conjunction with the Academic Staff Review Policy and Procedures. Casual academic staff are excluded.

3. APPLICATION

3.1 Purpose

The purpose of probation is to provide a set period of time in which:

- the staff member can demonstrate his/her aptitude and ability to do the work; and
- the University can assess the staff member’s performance in the job.
The period of probation offers the opportunity to assess a staff member's performance and to ensure that the goals and objectives of each School/Department and the University are achieved.

It provides for ongoing feedback between supervisors and staff prior to a decision being made about whether the contract of employment should continue.

3.2 Probation periods

Continuing academic staff members are subject to the following probation periods:

<table>
<thead>
<tr>
<th>Academic Level</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Level A</td>
<td>up to 5 years</td>
</tr>
<tr>
<td>Academic Levels B - E</td>
<td>up to 3 years</td>
</tr>
</tbody>
</table>

In exceptional circumstances and having regard to the nature of the job, the Head of School/Department may recommend to the relevant Group Pro Vice Chancellor that a longer period of probation be applied. In the same regard, given a staff member's experience and qualifications, the Head of School/Department may recommend to the relevant Group Pro Vice Chancellor that a shorter period of probation is applied, or that the probation is waived.

Any such recommendation, regarding the waiving of probation, must be forwarded to the relevant Academic Deputy Vice Chancellor, for final approval before an offer of appointment is made.

The period of appointment on a fixed term contract may be taken into consideration as time served on probation in circumstances where, immediately subsequent to a fixed term appointment, a staff member is appointed to a continuing position at the same level and which involves work of a similar nature as the fixed term position currently held. In such circumstances, all time served in the fixed term appointment(s) may count as part or all of the probationary period for the continuing position.

3.3 Staff Committee and Senior Staff Review Committee/s

For the purposes of these procedures, "Staff Committee" is the term used to describe either Staff Committee or the Senior Staff Review Committee.

The Staff Committee will make recommendations to the relevant Pro Vice Chancellor on confirmation of appointment for staff members up to Senior Lecturer.

Senior Staff Review Committee/s will be established by the Pro Vice Chancellor, constituted with due regard to gender balance and comprise the following members:

- Chair (who will normally be the relevant Pro Vice Chancellor or delegate);
- Dean (Academic) (ex-officio);*
- Three senior academic staff members of the University at level D or above from a similar or cognate area to that of the staff member.

*Where a Dean is being considered for confirmation a nominee of the relevant Pro Vice Chancellor will stand in for the Dean.

A Senior Staff Review Committee will make recommendations to the relevant Academic Deputy Vice Chancellor on confirmation of appointment for Associate Professors and Professors.

The quorum for a Committee considering a confirmation of appointment will be the whole number next above one half the membership.

3.4 Probationary Reviews

The probationary review cycle is a separate and distinct review cycle than the normal annual academic review cycle that occurs at a set time of each calendar year for those academic staff not on probation. The probationary review is closely aligned to the staff member's employment anniversary date and will be undertaken at regular intervals during the probation period to review the staff member's overall performance by either the supervisor, the relevant Dean or Staff Committee, depending on the year of the probation cycle, as per the table below.
These reviews provide the opportunity to jointly review progress towards performance expectations. While this is a formal process at set times, important issues/concerns should be addressed by the parties at the time of occurrence, with the supervisor providing academic guidance to the staff member throughout the life of the probationary period.

In all review stages, regardless of who oversees the review process, the review starts with a meeting with the staff member and their supervisor and the subsequent report then forwarded onto the Dean or Staff Committee, as appropriate. Further in the case of the Dean review, this is conducted "face to face" rather than "done on the papers".

3.4.1 1 Year Probationary Period
1st review Staff Committee

3.4.2 2 Year Probationary Period
1st review Supervisor
2nd review Staff Committee

3.4.3 3 Year Probationary Period
1st review Supervisor
2nd review Dean
3rd review Staff Committee

3.4.4 4 Year Probationary Period
1st review Supervisor
2nd review Supervisor
3rd review Dean
4th review Staff Committee

3.4.5 5 Year Probationary Period
1st review Supervisor
2nd review Supervisor
3rd review Dean
4th review Dean
5th review Staff Committee

At any stage in these cycles, should the staff member's performance be viewed as substandard then a report identifying specific area(s) of deficiency will be forwarded to the relevant Staff Committee and the staff member.

4. PROCESS

4.1 Appointment of Supervisor

Academic staff will have a nominated supervisor and will be advised in writing of the name and position of their nominated supervisor.

The supervisor will normally be the Head of School/Department or the Director of a Research Centre. However, another academic staff member classified at Level D or above may be appointed by the Group Pro Vice Chancellor as supervisor of one or more academics or group of academics.

The staff member has a right to request a different supervisor. The relevant Group Pro Vice Chancellor may approve or reject the request. Staff must apply, in writing, stating the reason for the request through the Director, Human Resources.

The University acknowledges the importance of supporting supervisors and will provide support and training in all aspects of performance review and staff development to maximise
the benefits of the review process for all parties and the University. All supervisors are required to undertake training in a timely manner, including training updates as required by the University from time to time and the University will ensure this takes place. It would be expected that in normal circumstances that the supervisor would have undergone such training prior to any review process taking place.

4.2 Responsibilities of the Supervisor
For the purposes of the probationary review, the supervisor is responsible for:

- ensuring that specific duties and performance expectations are communicated clearly to the staff member;
- providing academic guidance to the staff member on an ongoing basis throughout the period and identify and provide potential development opportunities;
- discussing performance objectives and work allocation expectations for the next evaluation period with the staff member;
- consulting with relevant Research Centre Director(s), with regard to research performance, planned objectives and development plans of the staff member; where applicable
- monitoring the staff member's performance and providing feedback on a regular basis;
- evaluating the staff member’s performance;
- taking remedial action as a result of poor performance;
- awarding or denying a salary increment, where applicable; and
- acting on constructive feedback from the staff member.

4.3 Responsibilities of the Staff Member
The staff member is responsible for:

- working towards achieving expectations;
- acting on feedback;
- providing the material required for the review process;
- advising the supervisor of any concerns relating to the achievement of expectations as they arise during the probationary period.

4.4 Initial Meeting to Clarify Expectations
The supervisor and staff member should have a preliminary meeting, separate from orientation/induction, within the first four weeks of employment to outline expectations and set performance objectives for the first review period. This is an opportunity for the supervisor to provide advice and support to the staff member. Particular attention should be paid to the position classification standards in this process and the performance objectives should be formalised in writing on Part 3 of the Academic Staff Review and Plan and signed off by the staff member and supervisor.

4.5 Ongoing Supervision
It is expected that the supervisor and staff member will have contact on an ongoing basis throughout the probation period with the supervisor providing academic guidance to the staff member. In turn it is expected that the staff member will act on feedback provided by the supervisor.

4.6 Annual Review
4.6.1 Preparation
In preparation for review, staff member prepares:

a) The Academic Staff Review and Plan (ASRP) - which is a self-appraisal and reflection on their performance in the preceding designated period, reporting on
completed strategic objectives actions and progress. This report is used as the primary source of performance evidence in the evaluation.

b) Academic Portfolio - Using University template.

c) Teaching Evidence - as a minimum, copies of results from SET (Student Experience of Teaching) and/or SEC (Student Experience of Course) surveys should be submitted as indicators of effective contribution to student learning and teaching.

Should a staff member fail to submit an ASRP and an up-to-date Academic Portfolio by the required date the process described in Attachment A would commence.

4.6.2 Review Timing

Academic staff members serving a probationary period are reviewed at designated intervals throughout the probation period to maximise the staff member’s opportunity to be confirmed. This would include changes in timing to meet the requirement that the Committee complete the final review for confirmation three months prior to the completion of the specified probationary period.

For example, an academic staff member who commenced on a three year probationary period would have the following review schedule:

<table>
<thead>
<tr>
<th>Review Activity</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial meeting to clarify expectations</td>
<td>Within first four weeks of commencing employment</td>
</tr>
<tr>
<td>1st review</td>
<td>Full process to be completed 7 months after initial meeting</td>
</tr>
<tr>
<td>2nd review</td>
<td>Full process to be completed, at the latest, 12 months after 1st review</td>
</tr>
<tr>
<td>3rd and final review</td>
<td>Staff Committee recommendations completed, at the latest, 12 months after 2nd review and at least 3 months prior to expiration of probationary period.</td>
</tr>
<tr>
<td>Staff member notified whether appointment confirmed or lapsed</td>
<td>Within two months of the Staff Committee recommendations being tabled.</td>
</tr>
</tbody>
</table>

Following the above schedule maximises the staff member’s opportunities to succeed and also ensures that decisions are made within the probationary period.

Further to the above, a supervisor may review a staff member at any time during the year where the supervisor considers there is a problem with the staff member’s performance.

4.6.3 Review Standards

The University expects collegiate and professional behaviour by all staff members towards each other during the review process. Using the information provided in the ASRP, the supervisor, Dean or Staff Committee will evaluate performance against the following:

- Appropriate Position Classification Standards ([Attachment B](#));
- List of Academic Activities ([Attachment C](#));
- Proportion per agreed areas of academic emphasis as displayed in the staff member’s work allocation;
- Relevant conditions of appointment.

In reaching a decision about performance, the following must be taken into account:
- whether the workload of the academic is fair and reasonable;
- the existence of non-traditional career paths;
- the University's equity and diversity policies; and
- mitigating circumstances.

4.6.4 Performance Evidence

The academic staff review is supported by the following documentation:
- ASRP, Part 1 (completed by staff member)
- Academic Portfolio, using University template (completed by staff member)
- Evidence of student satisfaction with teaching of courses should be provided (at a minimum: SET (Student Experience of Teaching) and SEC (Student Experience of Course) surveys whenever appropriate, or an equivalent where SET and SEC are not appropriate).
- Evidence in addition to SET and SEC, used to substantiate an argument that teaching and course performance is satisfactory (or better) should be provided wherever available and appropriate.
- Updated "My Publications" listing, completed by staff member)
- ASRP, Part 2 (completed by supervisor)
- ASRP Part 3 (completed in draft)

The ASRP is not of itself the only measure of performance but should be considered along with other evidence to gain an overall assessment of the staff member's performance against the review standards as listed above.

The supervisor may need additional clarification in order to make a decision on performance. Where the supervisor is uncertain about any aspect of the staff member's performance, the supervisor may:
- Arrange a meeting with the staff member to seek clarification and discuss performance;
- Seek clarification on any aspect of the staff member's performance from appropriate academic staff provided that the staff member is informed of the source of the information and given the opportunity to respond to any adverse comments or reports;
- Seek referees' reports.

4.6.5 Review Process

Reviews for staff on probationary appointment will be undertaken by either the supervisor, the Dean or Staff Committee, depending on the year of the probation cycle, as per table in 3.4. Furthermore, Staff Committee will review all recommendations of the supervisor and unsatisfactory performance recommendations of the Dean.

In the event unsatisfactory performance is identified, the supervisor will arrange a meeting with the staff member as soon as possible and advise the staff member of the reason for the meeting. This may be initiated at any time during the probationary period.

At the meeting the supervisor will:
- make the staff member aware of the deficiencies;
- provide an opportunity for the staff member to respond;
- clarify remedial action;
- inform the staff member that the Staff Committee has to be notified of the recommendation, supply the staff member with a copy of the
report/recommendation that has gone to Staff Committee and inform staff member that they are able to forward further material to the relevant Staff Committee that may help support their case.

Should concerns of a staff member’s performance be based on student complaints, then the supervisor must ensure that the staff member was made aware of the complaints at the time and has sufficient detail as to the nature and content of these complaints so as to be afforded natural justice and be able adequately respond to such complaints.

The relevant Staff Committee will review performance for those staff members in their final year of probation or those staff members whose performance has been assessed as unsatisfactory by the supervisor or Dean.

The relevant Staff Committee will also review performance for those staff members who have been recommended for early confirmation of appointment due to meeting all probation requirements and outstanding ongoing performance.

Committee Reviews
The relevant Staff Committee will evaluate the evidence of performance and determine what further supporting evidence, if any, is required. This may include:

- supervisor reports;
- teaching surveys;
- referee reports; and
- any other relevant information.

The Committee will consider all the relevant documentation including the staff member's evidence of performance and, if applicable, referees’ reports, comments from the supervisor, and results of previous performance reviews. Where concerns are based on student complaints, the Committee must satisfy itself that the staff member was made aware of the complaints at the time and in sufficient detail as to the nature of these complaints to be afforded natural justice so as to be able to adequately respond to such complaints.

Where the Committee is not satisfied that this is the case, the material cannot be relied upon to establish a case of unsatisfactory performance and the matter should be referred back to the supervisor. The Committee will make an evaluation of the staff member's performance against the relevant criteria, complete an assessment form and will make recommendations as outlined below:

- confirm or overturn the supervisor/Dean's recommendation (where the Supervisor/Deans recommendation is "satisfactory" or "commended" and it is the committee's opinion that this should be overturned, then the committee must notify the staff member making them aware of this potential outcome and allowing the staff member ten working days in which to respond with any additional material which will be considered by staff committee before a final opinion by staff committee is reached);
- award/deny increments;
- make recommendation to relevant Pro Vice Chancellor that appointment should lapse (in the event that the performance is unacceptable or has been previously unsatisfactory or is the final review for confirmation);
- shorten the review period if required;
- approve any ASRP.

4.6.6 Recommendation and Decision

Confirmation of Appointment
Where the relevant Staff Committee is of the view that performance is satisfactory or commended, they will recommend to the Pro Vice Chancellor that the staff member’s appointment be continued. When the staff member is confirmed they will revert to the
normal cycle and practices for academic review as outlined in the Academic Staff Review Policy and Procedures document.
Termination of Employment

Termination of employment due to unsatisfactory performance can be instigated at any time during the probationary period by the academic supervisor, Dean or relevant Pro Vice Chancellor following a review provided the staff member has had a reasonable opportunity to improve. The staff member will be advised of, and given the opportunity to make a response to, any adverse material about the staff member which the University intends to take into account in a decision to terminate the employment upon or before the expiry of the period of probation.

Where the relevant Staff Committee determines that the staff member's performance is unsatisfactory and sufficient progress has not been made, they will recommend to the relevant Pro Vice Chancellor that the staff member's appointment be terminated.

The relevant Pro Vice Chancellor will review the recommendation of the Staff Committee along with any supporting materials used by Staff Committee in forming their recommendation and may determine to:

- uphold the recommendation of Staff Committee; or
- refer the matter back to Staff Committee for reconsideration, if the relevant Pro Vice Chancellor considers that the University has failed in a significant way to comply with its own procedures and/or the Staff Committee is considered to have made an error in judgement.

Where the matter is referred back for re-consideration by the Staff Committee, the relevant Pro Vice Chancellor will indicate clearly where there had been a significant departure from the University's procedures and/or general area(s) of his/her concern with regard to the Staff Committee's judgement in terms of the consideration of evidence and criteria for appointment. In such cases, the Staff Committee must reconsider the case. A further recommendation in relation to the case should normally be made within 20 working days of the notification of the Pro Vice Chancellor's decision.

Where the relevant Pro Vice Chancellor upholds the recommendation of Staff Committee, a memo to that effect, along with the relevant Staff Committee's report, outlining reasons and details, and any applicable response from the staff member will be forwarded to the relevant Academic Deputy Vice Chancellor for consideration.

The staff member will receive:

- The supervisor's reports;
- A list of any other material considered by the Staff Committee;
- Any report relating to the recommendation to terminate during the probation period; or recommendation of non-confirmation at the end of the probationary period; excluding referees' reports.

Upon being informed of the relevant Pro Vice Chancellor's determination, should the staff member wish to pursue a further review, the staff member will have ten working days to lodge any request for review to the relevant Academic Deputy Vice Chancellor; this argument should be based on the grounds of:

- Procedure: the failure of the University in a significant way to comply with its own procedures, and/or
- Substance: the Committee has made an error of judgement in making a recommendation of termination of employment.

In considering a review on procedural grounds, the relevant Academic Deputy Vice Chancellor will compare the actual procedures followed in the staff member's case with the University procedures as outlined herein and determine whether the University has failed in a significant way to comply with its own procedures.

In considering a review on substantive grounds, the relevant Academic Deputy Vice Chancellor will consider evidence on which the Staff Committee based its decision against the criteria for appointment in order to determine whether the Staff Committee has made an error in judgement.
The relevant Academic Deputy Vice Chancellor will consider all material in making a final decision.

The relevant Academic Deputy Vice Chancellor may:

- uphold the decision of the relevant Pro Vice Chancellor; or
- refer the matter back to Staff Committee for reconsideration, if the relevant Academic Deputy Vice Chancellor finds that the University failed in a significant way to comply with its own procedures and/or the Staff Committee is considered to have made an error in judgement.

Where the matter is referred back for re-consideration by the Staff Committee, the relevant Academic Deputy Vice Chancellor will indicate clearly where there had been a significant departure from the University's procedures and/or general area(s) of his/her concern with regard to the Staff Committee's judgement in terms of the consideration of evidence and criteria for appointment. In such cases, the Staff Committee must reconsider the case. A further recommendation in relation to the case should normally be made within 20 working days of the notification of the relevant Academic Deputy Vice Chancellor's decision.

Any further review against a second decision of non-confirmation of appointment arising from reconsideration by Staff Committee may only be made on procedural grounds. The merits of the case and further judgement of the confirmation by Staff Committee may not be the subject of a further argument.

The relevant Pro Vice Chancellor will be an additional member of the Staff Committee for the process of the reconsideration.

The relevant Pro Vice Chancellor/Academic Deputy Vice Chancellor's decision will be forwarded to the Director, Human Resources who will notify the staff member in writing prior to the end of the probationary period.

Should the decision of the relevant Pro Vice Chancellor/Academic Deputy Vice Chancellor be to terminate, the University will terminate the employment prior to the end of the probationary period with 6 months’ notice or where agreed, salary in lieu of notice.

The decision of the relevant Academic Deputy Vice Chancellor will be final.

5. **DELEGATIONS**

The relevant Pro Vice Chancellor will make the initial decision for staff members up to and including level C on:

- the length of the probationary period;
- confirmation of appointments;
- termination of appointments.

In the case of the initial decision above being appealed, the relevant Academic Deputy Vice Chancellor will make the final decision for staff members up to and including level C on:

- confirmation of appointment;
- termination of appointments.

The relevant Academic Deputy Vice Chancellor will make the final decision for staff members of levels D and E:

- the length of the probationary period;
- confirmation of appointments;
- termination of appointments.
**ATTACHMENT A: FAILURE TO SUBMIT ACADEMIC STAFF REVIEW AND PLAN (ASRP)**

Staff members are required to submit a completed ASRP to their academic supervisor by the end of June.

If a staff member fails to complete the self-appraisal, they will be notified in writing by Human Resources to submit the document by a specified date and that failure to do so may result in disciplinary action which could include:

- formal censure or counselling;
- withholding a salary increment;
- demotion;
- suspension; or
- termination of employment.

The specified date will be no earlier than 5 working days from the date of receipt of notification by the staff member. If the ASRP is not received by that date, the staff member’s performance will be evaluated as unsatisfactory in the first instance. Failure to submit the ASRP following another formal written request by the supervisor will result in an assessment of unacceptable performance. The staff member will have 5 working days from the date of receipt in which to respond.

In cases of emergency or illness, extensions may be granted.

Staff who are on extended leave during the review period (i.e. the preceding 12 month period from July of the previous year) are required to submit a completed ASRP for that part of the year for which they were present.

Staff on leave during May to July or later may request deferral of the review until their return. In these cases an ASRP is to be submitted within 4 weeks of return and the review conducted within 4 weeks of submission.

This policy does not cover the procedures for every leave situation. Contact HR for further advice.
ATTACHMENT B: POSITION CLASSIFICATION STANDARDS

1. Level A

1.1 General Standard
A Level A academic is expected to make contributions to the teaching effort of the institution, particularly at undergraduate and graduate diploma level and to carry out activities to develop his/her scholarly, research and/or professional expertise relevant to the profession or discipline.

1.2 Specific Duties
Specific duties required of a Level A academic may include:
- The conduct of tutorials, practical classes, demonstrations, workshops, student field excursions, clinical sessions and/or studio sessions.
- The preparation and delivery of lectures and seminars provided that skills and experience demonstrate this capacity.
- The conduct of research.
- Involvement of professional activity.
- Consultation with students.
- Marking and assessment primarily connected with subjects in which the academic teaches.
- Production of teaching materials for students for whom the academic has responsibility.
- Development of course material with appropriate guidance from the course or program convenor.
- Limited administrative functions primarily connected with courses in which the academic teaches.
- Acting as course convenors provided that skills and experience demonstrate this capacity.
- Attendance at departmental and/or faculty meetings and/or membership of a limited number of Committees.

A Level A academic will not be required to teach primarily in courses which are offered only at Masters level or above.

A Level A academic shall work with support and direction from academic staff classified at Level B and above and with an increasing degree of autonomy as the academic gains in skill and experience.

The most complex levels of course convenorship should not be carried out by a Level A academic.

1.3 Skill Base
A level A academic will normally have completed four years of tertiary study in the relevant discipline and/or have equivalent qualifications and/or professional experience. In many cases a position at this level will require an honours degree or higher qualifications, an extended professional degree, or a three year degree with a postgraduate diploma. In determining experience relative to qualifications, regard is had to teaching experience, experience in research, experience outside tertiary education, creative achievement, professional contributions and/or contributions to technical achievement.
2. **Level B**

2.1 **General Standard**

A Level B academic is expected to make contributions to the teaching effort of the institution and to carry out activities to maintain and develop his/her scholarly, research and/or professional activities relevant to the profession or discipline.

2.2 **Specific Duties**

Specific duties required of a Level B academic may include:

- The conduct of tutorials, practical classes, demonstrations, workshops, student field excursions, clinical sessions and studio sessions.
- Initiation and development of course material.
- Acting as course co-ordinators.
- The preparation and delivery of lectures and seminars.
- Supervision of the program of study of honours students or of postgraduate students engaged in course work.
- Supervision of major honours or postgraduate research projects.
- The conduct of research.
- Involvement in professional activity.
- Development of program material with appropriate advice from and support of more senior staff.
- Marking and assessment.
- Consultation with students.
- A range of administrative functions the majority of which are connected with the courses in which the academic teaches.
- Attendance at departmental and/or faculty meetings and/or membership of a number of committees.

2.3 **Skill Base**

A Level B academic shall have qualifications and/or experience recognised by the institution as appropriate for the relevant discipline area. In many cases a position at this level will require a doctoral or masters qualification or equivalent accreditation and standing. In determining experience relative to qualifications, regard is had to teaching experience, experience in research, experience outside tertiary education, creative achievement, professional contributions and/or to technical achievement.

3. **Level C**

3.1 **General Standard**

A Level C academic is expected to make significant contributions to the teaching effort of a department, school, faculty or other organisational unit or an interdisciplin ary area. An academic at this level is also expected to play a major role in scholarship, research and/or professional activities.

3.2 **Specific Duties**

Specific duties required of a Level C academic may include:

- The conduct of tutorials, practical classes, demonstrations, workshops, student field excursions, clinical sessions and studio sessions.
- Initiation and development of program material.
- Program co-ordination.
- The preparation and delivery of lectures and seminars.
- Supervision of major honours or postgraduate research projects.
• Supervision of the program of study of honours students and of postgraduate students engaged in course work.
• The conduct of research.
• Significant role in research projects including, where appropriate, leadership of a research team.
• Involvement in professional activity.
• Consultation with students.
• Broad administrative functions.
• Marking and assessment.
• Attendance at departmental and/or faculty meetings and a major role in planning or committee work.

3.3 **Skill Base**

A Level C academic is expected to make a significant contribution to all activities of the organisational unit or interdisciplinary area and play a significant role within their profession or discipline. Academics at this level may be appointed in recognition of distinction in their disciplinary area.

4. **Level D**

4.1 **General Standard**

An academic Level D employee is expected to make a significant contribution to all activities of the organisational unit or interdisciplinary area and play a significant role within their profession or discipline. Academics at this level may be appointed in recognition of distinction in their disciplinary area.

4.2 **Specific Duties**

Specific duties required of a level D academic may include:

• The conduct of tutorials, practical classes, demonstrations, workshops, student field excursions, clinical sessions and studio sessions.
• The development of and responsibility for curriculum/programs of study.
• Program co-ordination.
• The preparation and delivery of lectures and seminars.
• Supervision of major honours or postgraduate research projects.
• Supervision of the program of study of honours students and of postgraduate students engaged in course work.
• The conduct of research, including, where appropriate, leadership of a large research team.
• Significant contribution to the profession, and/or discipline.
• High level administrative functions.
• Consultation with students.
• Marking and assessment.
• Attendance at departmental and faculty meetings.

4.3 **Skill Base**

A Level D academic will normally have the same skill base as a Level C academic. In addition there is a requirement for academic excellence which may be evidenced by an outstanding contribution to teaching and/or research and/or the profession.
5. Level E

5.1 General Standard
A Level E academic is expected to exercise a special responsibility in providing leadership and in fostering excellence in research, teaching, professional activities and policy development in the academic discipline within the department or other comparable organisational unit, within the institution and within the community, both scholarly and general.

5.2 Specific Duties
Specific duties required of a Level E academic may include:

- Provision of a continuing high level of personal commitment to, and achievement in, a particular scholarly area.
- The conduct of research.
- Fostering the research of other groups and individuals within the department or other comparable organisational unit and within the discipline and within related disciplines.
- Development of research policy.
- Supervision of the program of study of honours students or of postgraduate students engaged in course work.
- Supervision of major honours or postgraduate research projects.
- Making a distinguished personal contribution to teaching at all levels.
- The conduct of tutorials, practical classes, demonstrations, workshops, student field excursions, clinical sessions and studio sessions.
- The preparation and delivery of lectures and seminars.
- Consultation with students.
- Marking and assessment
- Playing an active role in the maintenance of academic standards and in the development of educational policy and or curriculum areas within the discipline.
- Developing policy and being involved in administrative matters within the department or other comparable organisational unit and within the institution.
- Participating in and providing leadership in community affairs, particularly those related to the discipline, in professional, commercial and industrial sectors where appropriate.

5.3 Skill Base
A Level E academic shall have the same skill base as a Level D academic but will be recognised as a leading authority in the relevant discipline area.
ATTACHMENT C: LIST OF ACTIVITIES

The basis for assessment will be satisfactory performance against the review standards listed in the Position Classification Standards (refer Attachment B).

When assessing staff members, the supervisor will have regard to the following activities which will be viewed in the light of the requirements of the Position Classification Standards. In addition, the supervisor will take care that non-traditional patterns of achievement, such as may be demonstrated by women or members of the minority groups, are accorded full recognition. The Griffith University Academic Staff Enterprise Agreement (clause 14.2) provides that academic work comprises teaching, research/scholarship and service and relevant sub-clauses identifying activities for each component of academic work is reproduced below.

14.2 Composition of Academic Work

Academic work comprises teaching, research/scholarship and service as set out in this clause.

14.2.1 Teaching

Teaching encompasses all teaching related duties requiring academic judgement, including, but not limited to:

- Conducting lectures, tutorials, seminars, workshops and in class assessment activities relevant to the University’s teaching delivery modes (e.g., face to face, intensive, blended and online);
- Marking and moderating student work;
- Supporting students through consultation and responding to student feedback either face to face or via electronic media;
- Supervising students in applied settings (e.g., work integrated learning, supervision for professional registration);
- Making academic decisions on student issues (e.g., academic integrity, assessment extensions; direct student intake; applications for program variations/standard structures);
- Offshore and offsite (external to Griffith campuses) delivery;
- Supervising theses (Higher Degree Research and Honours) and other postgraduate supervision;
- Developing and revising curriculum material;
- Reviewing courses and programs;
- Transitioning curriculum and pedagogy to alternate modes of delivery;
- The teaching components of program and course convenorship (e.g., curriculum development, program evaluation, impacts of student load/program enrolment);*
- Conducting course quality review processes;
- Scholarly reading and relevant professional activities to maintain currency of teaching practice; and
- Applying for learning and teaching awards and/or fellowships.

*NB the administrative components of program and course convenorship are included in the service component of work allocation.
14.2.2 Research

Research encompasses a diverse range of activities, the fundamental purpose of which is the advancement of knowledge in a particular discipline or field. It refers to expected research activities, commitments and outputs in each discipline, including those that may result in a measurable impact on policy and practice for the wider community, and includes but is not limited to:

a) Publishing academic books, monographs and book chapters;
b) Publishing peer refereed journal articles and/or conference papers;
c) Producing original, creative and performance work;
d) Presenting research at recognised events and conferences (e.g., keynote addresses, seminars, performances);
e) Successful student completion of Higher Degree Research and Honours Research;
f) Applying for, obtaining and implementing university level internal and/or external competitive grants;
g) Applying for and obtaining competitive awards for research excellence;
h) Applying for external research fellowships;
i) Conducting editorial work as a member of journal editorial boards or monograph series;
j) Obtaining University held patents; and
k) Obtaining and successfully conducting University tendered commercial research contracts.

14.2.3 Scholarship

Scholarship encompasses the scholarly activities, commitments and outputs that inform the quality, innovation, currency and evidence-base of teaching and includes but is not limited to:

a) attending and presenting at relevant workshops, seminars and/or conferences;
b) publishing papers related to professional practice in peer-reviewed and/or non-refereed journals;
c) scholarly reading in the discipline and/or relating to teaching and learning enhancements;
d) conducting scholarly projects relating to the development, implementation and evaluation of teaching initiatives;
e) contributions as a member of University and relevant external teaching practice groups/committees; and
f) professional learning in teaching.

14.2.4 Service

Service encompasses the work of administration and governance of the University, in which all staff share. Such activities include but are not limited to:

a) University administration including attending to and responding to official correspondence (including email);
b) supervision and/or mentoring of staff;
c) involvement in university committees and governance structures at all levels (school/group/university);
d) representing the University to the external community during official visits to the University and exchanges;
e) involvement with student recruitment and graduation activities;
f) active membership of school teaching and learning committees;
g) service to teaching (e.g. participating in seminars and other learning sessions about teaching and curriculum renewal, or conducting peer review of teaching which may include roles as mentor, discipline or learning and teaching observer);
h) HDR convenorship;
i) the administrative components associated with practicums, clinical placements and professional placements (e.g., in Education, Nursing and Dentistry);

j) the administrative components of program and course convening*;

k) supporting the student experience, such as the administrative components of year-level coordination, student advising, coordinating student work based placements, coordinating student mentoring programs;

l) administration in the conduct of research within and/or external to the university, such as giving feedback on and assessing grant applications and examining theses;

m) conducting activities to inform and support scholarship of teaching;

n) community engagement activities – by way of involvement in the education or governance of community organisations or corporations relevant to the discipline or practitioner societies, or through media involvement, in ways that draw upon the core activities of learning and research or provision of expert advice in the discipline to governments and policy making bodies; and

o) discipline/industry/profession activities – for example by reviewing academic publications, convening academic conferences, providing information sessions to practitioners.

*NB the teaching components of program and course convenorship are included in the teaching component of work allocation.