Probation Procedures
For Academic Staff – Fixed Term Appointments

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<th>Approving authority</th>
<th>Executive Group</th>
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<tr>
<td>Description</td>
<td>This document sets out the procedures for assessing the performance of academic staff on fixed term appointments during their period of probation.</td>
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Related documents

- [Probation Procedures for Academic Staff - Continuing Appointments](http://policies.griffith.edu.au/pdf/Probation Procedures for Academic Staff Fixed Term Appointments.pdf)
- [Academic Staff Career Development Framework](http://policies.griffith.edu.au/pdf/Probation Procedures for Academic Staff Fixed Term Appointments.pdf)
- [Academic Staff Career Development Procedures](http://policies.griffith.edu.au/pdf/Probation Procedures for Academic Staff Fixed Term Appointments.pdf)
- [Academic Staff Career Development Plan](http://policies.griffith.edu.au/pdf/Probation Procedures for Academic Staff Fixed Term Appointments.pdf)
- [Academic Portfolio](http://policies.griffith.edu.au/pdf/Probation Procedures for Academic Staff Fixed Term Appointments.pdf)
- [Academic Staff Review and Plan](http://policies.griffith.edu.au/pdf/Probation Procedures for Academic Staff Fixed Term Appointments.pdf)
- [Academic Staff Review Checklist](http://policies.griffith.edu.au/pdf/Probation Procedures for Academic Staff Fixed Term Appointments.pdf)

[Introduction] [Scope] [Application] [Delegations] [Attachment A: Position Classification Standards] [Attachment B: List of Activities]

1. **INTRODUCTION**

   Staff on fixed-term appointments may be required to undertake a period of probation in accordance with the provisions of current industrial Agreement. It is expected that, subject to satisfactory performance during the probationary period, the staff member will continue until completion of the contract (fixed-term positions).

2. **SCOPE**

   These procedures should be followed when assessing the performance of probationary academic staff on fixed-term appointments. Casual academic staff are excluded. These procedures should be read in conjunction with the Academic Staff Review Procedures.

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.

The probationary process includes a preliminary meeting of the supervisor and staff member to set performance objectives and outline expectations. The supervisor will review progress throughout the probationary period.

3.2 Probation periods

Fixed-term academic staff members are subject to a probation period ranging from a minimum of three months up to one third of the total term of the fixed term contract.

The Head of School/Department will recommend to the Group Pro Vice Chancellor the length of the probationary period based on the durations set out above taking into consideration the nature of the job and the knowledge, experience and skills of the staff member.

The period of probation only applies to the first fixed-term appointment subject to the following:

- Where a staff member is re-employed by the University and the break in service is 3 months or more the appointment may include a probationary period.
- Where, subsequent to a fixed-term appointment, a staff member is appointed to another position which involves duties that are substantially different to those of their current position, a further probationary period may be required.

3.3 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 Research Centre Director. 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.

3.4 Initial Meeting to Clarify Expectations

The supervisor and staff member will normally discuss and clarify performance expectations in the first week of commencement of employment. 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.

3.5 Probationary Reviews

The supervisor and staff member will meet during the probation period to review the staff member’s overall performance. This provides the opportunity to jointly review progress towards performance expectations. The probation period must include at least one probationary review plus the final review of the staff member’s overall performance. The first probationary review should occur within the first third of the probationary period and in all cases no later than 1 month after the commencement of engagement.

The staff member may be required to submit any or all of the following documents for the conduct of the review.

- Academic Staff Review and Plan
3.6 Responsibilities of the Supervisor

For the purposes of the probationary review, the supervisor will normally be the Head of School or Department. The supervisor is responsible for:

- ensuring that specific duties and performance expectations are communicated clearly to the staff member;
- monitoring the staff member's performance;
- providing feedback on a regular basis;
- taking remedial action as a result of poor performance;
- advising the staff member of the consequences of continuing unsatisfactory performance.

3.7 Review Standards

Using the information provided in the Academic Staff Review and Plan (ASRP), the supervisor or Dean will evaluate performance against the following:

- List of Academic Activities (Attachment B);
- Proportion per agreed areas of academic emphasis as displayed in the staff member's workload allocation;
- Relevant conditions of appointment.

Staff will be reviewed according to the appropriate Position Classification Standards set out in full in Attachment A, but in summary state:

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

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.

The University expects collegiate and professional behaviour by all staff members towards each other. In cases where the supervisor or Dean have concerns about the professional behaviour of the staff member (for example, bullying), then feedback should be provided during the academic staff review. Any discussions should be documented.
3.8 Responsibilities of the Staff Member
The staff member is responsible for:
- working towards achieving expectations;
- acting on feedback;
- advising the supervisor of any concerns relating to the achievement of expectations as they arise during the probationary period.

3.9 Unsatisfactory Performance
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;
- provide a reasonable time frame for improvement;
- warn the staff member of the consequences of continued unsatisfactory performance.

The supervisor will monitor the staff member's performance.

For probation periods of less than 12 months, the final review of the staff member's overall performance should be conducted by the supervisor at least two weeks prior to the end of the probationary period.

For probation periods of 12 months or more, the final review of the staff member's overall performance should be conducted by the supervisor at least four weeks prior to the end of the probationary period.

Confirmation of the Fixed-term Appointment
Where the supervisor is of the view that performance is satisfactory or commended, she/he will recommend to the relevant Dean that the staff member's fixed-term appointment be continued.

Termination of Employment
Where the staff member's performance is unsatisfactory and sufficient progress has not been made, the University will terminate the employment prior to the end of the probationary period providing either the appropriate notice or where agreed, salary in lieu of notice.

Termination of employment due to unsatisfactory performance can be instigated at any time during the probationary period, provided the staff member has been given a reasonable opportunity to improve in accordance with 3.9 above. 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.

No decision to terminate on grounds of unsatisfactory performance will occur until to one third of the probation period has been completed.

The supervisor's report, outlining reasons and details, and any applicable response from the staff member will be forwarded to the relevant Dean for consideration.

The Dean'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.

Notice period for termination on grounds of unsatisfactory performance will be:
- Eight weeks for a probation period of twelve months or less.
- Twelve weeks for a probation period of greater than twelve months.
4. DELEGATIONS

The relevant Dean will make the final decision on:

- confirmation of fixed term appointments;
- termination of fixed term appointments

The relevant Pro Vice Chancellor will make the final decision on length of probation period up to a maximum as described in the Academic Collective Agreement for fixed term appointments.
ATTACHMENT A: 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 interdisciplinary 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 B: LIST OF ACTIVITIES

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

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.

1. TEACHING

Satisfactory performance in teaching and/or curriculum development.

The activities examined in evaluating the teaching of a staff member will take account of all aspects of the process of creating and sustaining an effective environment for learning. This may include:

- development of effective means within the control of the teacher to improve student learning outcomes in relevant disciplines or professional areas and in life-long learning skills;
- course and program design and construction;
- improvement in curricula or teaching methods;
- supervision of postgraduate work;
- the fostering and development of exceptional individual student talents;
- introduction of improved assessment practices;
- conduct of evaluations of curricula, and teaching and assessment practices;
- professional contribution related to teaching both inside and outside the University;
- academic awards or distinctions for teaching, including honorary degrees and prizes;
- contributions to the professional development of others, such as acting as a mentor;
- contributions to the literature on teaching;
- securing teaching grants;
- consultancies on teaching;
- editorship and refereeing in regard to teaching publications;
- the recognition achieved by previous or current students in teaching, research, professional and other communities;
- the development of cooperative education programs with industry and other such programs which integrate teaching with relevant professions;
- participation in professional teaching development activities, including mentoring relationships, workshops, award courses, seminars and conferences; and
- invitations to visit in other tertiary institutions or government agencies, invitations to undertake professional advisory work, invited lectures, or invitations to give addresses.

2. RESEARCH

Satisfactory Performance in research and/or scholarship and/or professional practice activities.

This category will be met by evidence of satisfactory performance as detailed under Stage 3 - Assessment of Performance and may include the following:

- original designs, the production of prototypes, creative or original work in the arts (visual, literary and performance);
- a record in applying for, or gaining research grants (especially National Competitive Grants); and evidence of meritorious achievement arising from such support;
supervision of research students;
- involvement in collaborative research programs with external bodies such as industry and other tertiary institutions;
- academic awards or distinctions, including honorary degrees and prizes;
- design and implementation of research programs;
- a state, national or international reputation for research;
- contribution to the relevant research communities;
- originality in applied work, such as development of new techniques or improvement of established techniques which have been accepted in the research community;
- publication of books and articles in journals and through publishing houses of high standing;
- editorship and refereeing in regard to research publications;
- publication of reports commissioned by government agencies and international organisations;
- successful application for patents and licences based on original research;
- a record of effective contribution to the development of a discipline in the wider community;
- awards and citations for research;
- interpreting creative works through such activities as performances, conducting, directing and curatorship;
- a record in gaining support in the context of critical and competitive arts industry standards;
- commissioned work and consultancies with original outcomes;
- involvement in the solution of practical problems experienced by industry, government or the research community; and
- invitations to give keynote addresses or papers at peer reviewed research conferences.

3. **SERVICE TO THE UNIVERSITY AND EXTERNAL COMMUNITY**

3.1 **Service to the University**

3.2 Contribution to institutional planning and/or governance and/or Service to the relevant profession and/or academic discipline and/or relevant contributions to the wider community.

3.3 Under this category, consideration will be given, not only to committee work within the school and the University, but also to activities such as:

- policy-making;
- engagement in review activities;
- engagement in equity activities recruitment, advertising and public relations;
- contributions to planning and/or governance; and
- at appropriate levels, the holding of management positions within the Faculty or the University.

3.4 **Service to the External Community**

- contributions of teaching or expertise to groups outside the University;
- development of close and continuing associations with industry, commerce, government or the community generally;
- involvement in professional/learned societies;
- involvement in professional/learned conference organisation;
- membership of government and/or industry advisory bodies;
• membership of international delegations in the area of expertise;
• professional profile achieved by the development of close and continuing association with industry, commerce, government or the community generally;
• communication of scholarship to the non-specialised public;
• dissemination of professional practice to other members in the field through activities such as editorship or editorial board membership;
• professional peer recognition of significant achievements contributing to the work of a profession at a state, national and international level;
• involvement in the development of a profession; consultancies;
• membership of government and/or industry bodies;
• professional awards or citations;
• membership of national or international delegations in the area of expertise;
• invitations to visit in other tertiary institutions or government agencies, invitations to undertake professional advisory work, invited public lectures or invitations to give.