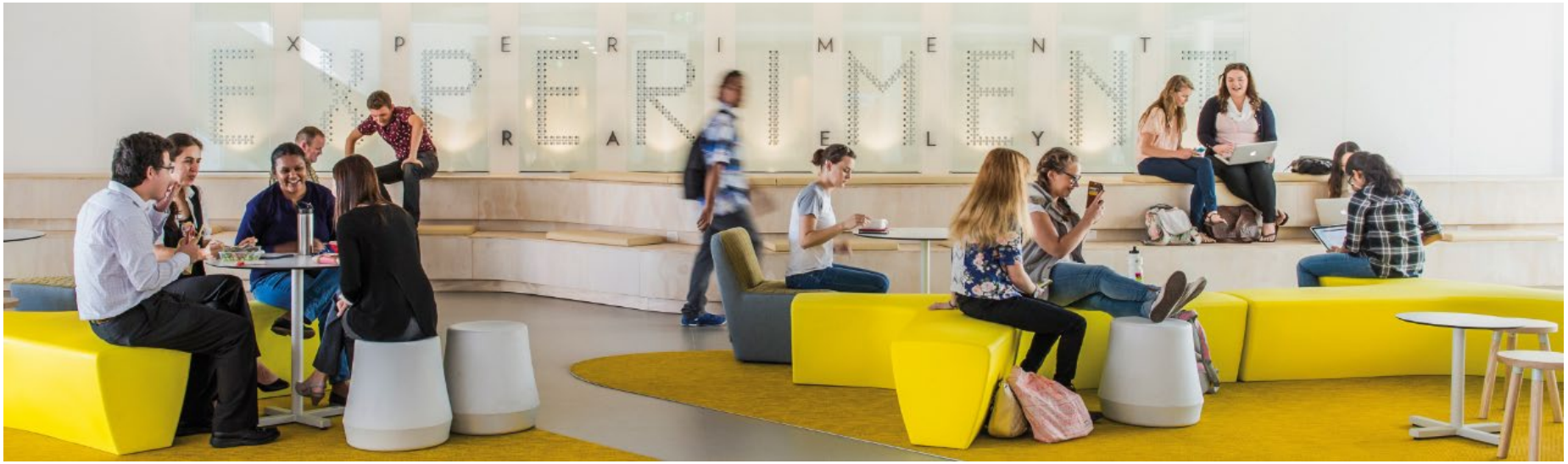
INSPIRING ACHIEVEMENT



Supervisor Reference Manual

Organisational Development & Diversity, People and Culture
Flinders University

Contents

Introduction 3

1. Overview 4

1.1 Expectations of a supervisor 4

1.2 Nature and scope of role 5

1.3 Legislation and policy 6

1.4 Management authorisations 7

1.5 Managing change 8

1.6 Strategic Planning and Quality Assurance 9

1.7 Academic supervisors only 10

2. Academic Leadership 11

2.1 Learning and teaching 11

2.2 Research 13

3. People and Culture 15

3.1 Summary 15

3.2 Workforce planning 16

3.3 Terms and conditions of employment 17

3.4 Staff representation 18

3.5 Recruitment and selection 19

3.6 Induction 22

3.7 Probation 23

3.8 Performance management 25

3.9 Leave Management 31

3.10 Workday 34

3.11 Service One 35

3.12 Casual Academic Scheduling & Payment (CASP) 36

3.14 Employee Assistance Program 37

3.15 Formal grievance resolution 38

3.16 End of employment 39

3.17 Work Health, Safety and Injury Management 41

3.18 Diversity and Inclusion 42

4. Compliance, Risk Management and Finance 43

4.1 Compliance 43

4.2 Risk Management 44

4.3 Finance 45

Appendix 1 – Guide for new supervisors and managers 46

Appendix 2 – Crisis Management: Emergency procedures 47

Appendix 3 – Overview of Flinders Policy Library 48

Introduction

One of the keys to success for any organisation is the effective management and supervision of staff. In large organisations like Flinders, this function is undertaken by staff at various levels in designated manager/supervisor roles. In these roles, managers and supervisors provide leadership, coaching, guidance, support and direction for staff working with and for them. They are accountable for the achievement of their work area's tasks and goals, for managing compliance with legislated obligations and institutional policies and procedures, and for representing the organisation in its role as an employer.

The quality and effectiveness of supervision is also critically important to staff. Supervisors perform a vital role in managing staff performance and contributing to employee engagement and morale in the workplace.

At Flinders, the role and responsibilities of supervisors are defined in a number of places including Position Descriptions, performance plans and in institutional policies, guidelines and practice.

The People and Culture Division has developed this Supervisor Reference Manual to assist new supervisors in understanding the scope of their responsibilities. The Reference Manual provides a snapshot of the key generic obligations of supervisors and offers pointers to resources and information that will assist supervisors in carrying out their role.

The Reference Manual and complementary online course are designed to provide a reference point to the obligations and responsibilities of the role. Managing people is clearly a core obligation of a supervisor and the related training program, 'Supervising at Flinders', is designed to provide further assistance in this aspect of the role.

I encourage you to read and use this document, and to provide us with any feedback you might have on its usefulness and where it might be improved.

I wish you the best as you undertake this role.

Mark Schultz
Chief People Officer

1. Overview

1.1 Expectations of a supervisor

An effective supervisor will have a range of capabilities and responsibilities including:

- Understanding the organisation's core business, context for its operation and challenges ahead and how the work of the staff/team(s) that report to you support the operation of the University
- Influencing workforce effectiveness and the work environment
- Motivating, coaching and managing performance
- Communicating effectively with staff in different roles
- Managing resources, risk and change
- Understanding legislative and policy compliance
- Prioritising tasks and delegating appropriately
- Exercising duty of care
- Building professional competence and credibility
- Understanding the importance of effectively blending work and life for self and others

Your role

A good supervisor will understand both the nature of the business and how to get the best out of their team to achieve the desired results from their work area.

More information

➔ About Flinders University

➔ Agenda 2035: Impact. With Purpose

1. Overview

1.2 Nature and scope of role

Managers/supervisors at Flinders have diverse responsibilities, the specific nature and scope of these being detailed in the Professional Staff Classification Descriptors, Position Descriptions, Academic Profiles, and annual performance plans.

It is important to remember that supervisors are both accountable to, and represent more senior levels of University management, while undertaking their activities.

Supervisory relationships

There are a range of reporting structures and supervisory relationships used within the University, including direct functional reporting lines and matrix management.

While the principles you apply to your supervisory practice remain constant, your practical application may differ from individual to individual. For staff with multiple reporting relationships, it is important you discuss roles and responsibilities with other relevant supervisors to ensure clarity and consistency.

Your role

To help organise your thoughts as you reflect on some of these challenges, a Guide for New Supervisors and Managers is incorporated into this Manual at Appendix 1.

This guide provides a simple model for both understanding and planning for some of the challenges of your role.

We encourage you to read this guide before moving through the rest of the information provided in the Manual.

More information

➔ Staff Supervisors

1. Overview

1.3 Legislation and policy

The University and its staff are bound to observe applicable State and Federal legislation. In addition, all staff are required to familiarise themselves with, and abide by, the University's statutes, policies and procedures.

As a supervisor you have the additional responsibility to manage compliance with relevant legislation, policies and guidelines in your work area by providing support, guidance and direction to staff reporting to you.

Your role

There are a number of information sources that can assist you to apply legislation and policies to specific circumstances in your work area, including:

- Flinders Policy Library - the repository for documents produced by the University that define and control its activities
- Work Health and Safety Unit site
- Equity, Diversity and Inclusion site
- Freedom of Information site
- Digital and IT services site
- Intellectual Property site
- Copyright site
- Enterprise Agreement

More information

- ➔ Flinders Policy Library
- ➔ Work Health and Safety and Injury Management
- ➔ Equity, Diversity and Inclusion
- ➔ Freedom of information
- ➔ Digital and IT services
- ➔ Intellectual Property
- ➔ Copyright
- ➔ Enterprise Agreement

An overview of the policy categories currently covered by the Flinders Policy Library is provided in Appendix 3.

We recommend that you identify with your supervisor the policy areas of particular relevance, and that you familiarise yourself early on with these so that you understand their implications and how they apply in the local work area.

1. Overview

1.4 Management authorisations

The University has a formal set of delegations of management authority. The University Council has delegated authority to committees, and to the Vice-Chancellor and senior staff, on various matters.

Delegations of authority are generally specific in nature and most are identified in policies or in terms of reference of committees.

Workplace obligations

The University and staff members have complementary obligations concerning the work environment. These are set out in the Mutual Obligations provisions in the prevailing Flinders University Enterprise Agreement.

Duty of care

The proper exercise of duty of care requires that everything reasonable and practical is done to protect the health and safety of people in the workplace. The duty is placed on the University as an employer, all staff and others who have an influence on hazards in the workplace, such as contractors.

Your role

Supervisors have additional responsibilities to support, guide and direct the work of staff in concurrence with these obligations to advance the goals of the University.

As a supervisor you have a duty of care, which derives from legislation and from University policy, for the health, safety and welfare of the staff who report to you.

See section 3.15 for more information.

You should also familiarise yourself with your responsibilities in relation to equal opportunity, diversity and anti-discrimination, harassment and bullying policies and procedures.

See section 3.16 for more information.

More information

- ➔ University Delegations
- ➔ Mutual Obligations

1. Overview

1.5 Managing change

In an era of rapid change and transformation, the ability to adapt and thrive is essential to our shared success. To support supervisors and staff through change, a Change Management Framework has been designed to create a practical guide.

The University is committed to consultation with affected staff where significant change in the workplace is involved.

Your role

Change is a process not an event.

Change management is a structured approach to transitioning individuals, teams, and organisation from a current state to a desired future state.

As a supervisor it is important you are familiar with the University framework and processes for managing change, and the University's commitment to consult with staff.

The Managing Change clause in the Enterprise Agreement (EA) is the key reference for change management.

More information

- ➔ Managing Change
- ➔ Staff Consultation
- ➔ Change Management Framework

1. Overview

1.6 Strategic Planning and Quality Assurance

Flinders has adopted a planning and quality assurance framework, in the form of an annual cycle, which includes specific planning, implementing, monitoring and review mechanisms. These help to achieve goals and objectives, to determine whether they have been achieved, and to make improvements.

Strategic Plan

Flinders' strategic plan document is called Agenda 2035: Impact. With Purpose. The strategic plan sets out an ambitious vision for Flinders University, to change 10 million lives for the better by 2035.

Planning and performance review

The planning and performance review process provides supervisors with a foundation upon which to set area and individual goals and objectives to contribute to the future directions of the University. Guidelines and tools to assist with this may be found in the Performance Review policies and procedures.

Your role

As a supervisor it is important you understand the significance of the planning and performance review framework and its vital link to the University's strategic vision, goals and objectives.

It is your responsibility to support and promote the process within your area and communicate information relevant to all staff for whom you are responsible as supervisor.

More information

- ➔ Agenda 2035: Impact. With Purpose
- ➔ Performance Reviews

1. Overview

1.7 Academic supervisors only

Course and topic evaluation

The University's planning and quality assurance framework provides principles for the development, delivery and approval of courses and topics, and requires that regular review, monitoring, and evaluation of its programs are conducted. College Deans* will be involved in these processes.

Academic workloads

Each College is required to have a workload measurement and allocation scheme. This should determine the workload distribution of each academic staff member, consistent with Academic Workload Equalisation Principles as set out in the Enterprise Agreement.

Academic Career Hub

Supporting your team with their career development is part of the role of supervisors. The Academic Career Hub provides resources and information to assist you and your team, including a Supervisor's guide to promotion, and recorded supervisor training.

Your role

As an academic supervisor it is important you understand course and topic evaluation frameworks.

It is your responsibility to support and promote the process within your area and communicate information relevant to all staff for whom you are responsible as supervisor.

College Deans are required to develop, consult on, apply and make available the workload measurement and allocation scheme for their College, and provide details of the scheme annually to their Vice-President and Executive Dean.

More information

- ➔ Course Approval Procedures
- ➔ Learning and teaching
- ➔ Academic Career Hub
- ➔ Supervisor guide: Supporting staff for Promotion

* Note that for the purpose of this document, 'College Dean' is used as the collective term for Vice-President and Executive Deans, Deans (Education), Deans (Research) and Deans (People and Resources), as determined by role and/or College structure.

2. Academic Leadership

2.1 Learning and teaching

The University seeks to foster excellence, innovation and flexibility in teaching to enrich the learning environment and enhance effective learning by its students. It is committed to supporting staff in their efforts to improve, develop and bring new ideas into the learning environment, and to provide ongoing professional development opportunities.

Evaluation of teaching

The University's Policy on Evaluation of Teaching provides a framework within which appropriate processes for evaluating teaching are set out. Academic staff with teaching responsibilities are required to participate in the student evaluation of their teaching every 2 years as a minimum.

Topic evaluation

The University requires that topics are evaluated every 5 years by relevant College staff, and College Deans must report the outcomes annually to their Vice-President and Executive Dean.

Sessional teachers

You or your staff may supervise casually employed tutors or demonstrators. Guidelines for managing and supervising sessionally employed teaching staff are available from Supervising Sessionally Employed Teaching Staff.

continued over

Your role

As an academic supervisor, you are responsible for the guidance and development of the teaching of the College. It is also your responsibility to encourage the pursuit of excellence in learning and teaching.

You also need to ensure that your staff are familiar with and understand student-related policies concerning assessment, academic integrity (plagiarism), etc.

More information

- ➔ Learning and Teaching
- ➔ Supervising Sessionally Employed Teaching Staff

2. Academic Leadership

2.1 Learning and teaching *continued*

Training and support

All new academic staff are required to undertake the University Teaching Enhancement at Flinders (formerly FFOUT) Program, to gain an understanding of the University's teaching and learning requirements.

Where an academic staff member will be involved in Work Integrated Learning, attendance at the Managing Work Integrated Learning workshop is also required.

In addition, the Learning and Teaching Innovation team provides training programs on a range of relevant topics, and readily accessible resources, guides and tips.

International Students

The Education Services for Overseas Students (ESOS) Act requires that all staff are aware of their obligations when dealing with international students. An online ESOS course is available via the Staff Learning Portal (login via OKTA)

Your role

The ongoing personal and professional development of staff is an important part of workplace performance.

You should work with your staff to identify development needs and suitable development opportunities.

More information

- ➔ University Teaching Enhancement at Flinders (formerly FFOUT)
- ➔ Managing Work Integrated Learning
- ➔ Learning and Teaching services

2. Academic Leadership

2.2 Research

Research is a core activity at Flinders, which has a strong commitment to innovation and an inter-disciplinary focus. The University's research program involves academic staff, as well as research staff, professional staff (technical support, research administration and staff development and training), and higher degree research students.

The University aims to provide a research environment that will promote a high standard of professional conduct by its researchers, and a culture of research practice that is ethical, competent, safe and accountable.

Research management

The Deputy Vice-Chancellor (Research) is responsible for University-wide leadership and management of research. The management of research in the Colleges is the responsibility of Vice-President and Executive Deans and is supported by the Deans (Research) and College committees.

Note for grant-holders / chief investigators:

Supervisors of research staff are required to comply with the University policies and the Australian Code for the Responsible Conduct of Research.

continued over

Your role

Academic Supervisors are responsible for

- Guiding and developing the research of the College and encouraging the pursuit of excellence in research
- Ensuring that the College's research staff, persons holding honorary/ academic status, and students comply with the University's Research Policies.

More information

➔ Research Services and Support

➔ Research Policies

2. Academic Leadership

2.2 Research *continued*

Areas of research strength

Flinders has particular areas of research strength which operate across a range of disciplines. You need to be mindful of the research priorities in your oversight of the College's research activities.

Training and support

A range of research-related policies, procedures and guidelines relate to the conduct of research in the University. These may be found in Research-related Policies and Procedures, and a wide array of research-related information can also be accessed from the Research and the Research Development and Support websites.

All new academic and research staff are required to attend Flinders Research FastStart™. Where an academic staff member will be supervising research higher degree (HDR) students, completion of the HDR Supervisor Development Program is required. The Research Training Hub also offers a range of workshops and courses to support researchers and HDR students.

Your role

Several teams and services can assist you to support research activity in your work area.

The Research Services and Support site provides programs and services, including:

- Grant funding and contracts
- Ethics, biosafety and integrity
- Research data and reporting
- The Research Training Hub
- Research services in the Library

More information

- ➔ Research Services and Support
- ➔ Flinders Research FastStart™
- ➔ HDR Supervisor Development Program
- ➔ Research Training Hub

3. People and Culture

3.1 Summary

A wide array of People and Culture (P&C) information and support is available to supervisors.

People and Culture Business Partnering, which is a team within the University's People and Culture Division, provides dedicated staff to administrative and academic units for People and Culture management and support.

People and Culture also has responsibility for developing and reviewing People and Culture policy and practices, managing workplace relations, staff training and development, and work health and safety issues.

Your role

New supervisors should seek out their P&C Business Partner for their College / Portfolio.

Your Business Partner can assist with information about the services that are available, and whether there are any distinctive People and Culture procedures applying in your local work area.

More information

- ➔ People and Culture Division
- ➔ P&C Business Partnering contacts

3. People and Culture

3.2 Workforce planning

Workforce planning is the process of identifying and responding to the human resources needs of the University with the specific aim of supporting organisational objectives.

It involves measuring and anticipating the kind of overall workforce best suited to complement and integrate with the University's existing planning activities and strategic direction.

Each College / Portfolio has responsibility for its own budgetary and staffing decisions, and prepares individual action plans to support University goals.

Your role

In your role as a supervisor you may be involved in workforce planning in your work area by assisting with planning future staffing needs.

It is important you understand the People and Culture Policies that should inform your workforce planning activities.

More information

➔ People and Culture Policies

3. People and Culture

3.3 Terms and conditions of employment

The terms and conditions of employment at Flinders are contained in the prevailing Enterprise Agreement and associated policies, procedures and guidelines.

The University offers a variety of employment arrangements and conditions, and therefore the group of staff for whom you are responsible may have different individual arrangements and contracts. As a supervisor you need to ensure operational practices conform to the relevant Enterprise Agreement - including hours of work, remuneration, flexible work arrangements and leave provisions.

Some roles at Flinders are considered Prescribed Positions and are subject to mandatory employment screening (e.g. Child-Related Employment Screening). As a supervisor you are responsible for determining which positions are prescribed and ensuring staff holding those positions have obtained relevant clearances.

Individual employment arrangements are strictly confidential and must not be communicated to other staff without the prior consent of the staff member. If you have any questions relating to employment conditions, please contact your P&C Business Partner or Coordinator.

Your role

It is the responsibility of all staff to become familiar with, and abide by, the University legislation, policies and procedures (including conditions of employment) which apply to them.

As a supervisor, you should provide guidance and direction on employment matters and facilitate access to appropriate documents where possible.

It is also important that you communicate your expectations of staff to them and ensure fair and reasonable treatment in the workplace.

More information

- ➔ Enterprise Agreement 2023 - 2026
- ➔ Terms and Conditions of Employment
- ➔ Employment screening

3. People and Culture

3.4 Staff representation

Staff affected by internal processes may seek assistance or representation by a person of his/her choice, provided that the individual is not a practising solicitor or barrister.

Examples of relevant processes include, but are not limited to:

- restructuring of an area
- formal discipline matters
- formal appeal/review processes

The University's Enterprise Agreement includes a specific Representation and Assistance provision.

Your role

You should be aware that this option for representation and assistance may arise in certain matters.

Where a staff member wishes to be assisted/represented, the normal expectation is that s/he would make this request in advance to you (or to the person managing the change process, if that is not you as supervisor).

Where it is not clear whether or not representation is appropriate, advice can be obtained from your P&C Business Partnering contact.

More information

➔ P&C Business Partnering contacts

3. People and Culture

3.5 Recruitment and selection

Flinders aims to appoint the most suitable persons to vacant positions through an appointment process which is applied in a fair, consistent, professional and timely manner. Appointment decisions are:

- based on a candidate's knowledge, skills and abilities relevant to those genuinely required for the key responsibilities of the position, and
- free from discrimination or patronage.

Recruitment, selection and appointment of staff must be in accordance with the University's policies, procedures and guidelines.

Approval of positions

College Deans / Portfolio Heads approve the establishment or continuation of vacant staff positions. Approval of casual staff appointments up to certain classification levels must be authorised by the Dean (People and Resources) / Head of Division (or delegate).

continued over

Your role

As a supervisor, you will be involved in selection and decision-making processes for vacancies in your area. Your role is to facilitate effective and well-planned recruitment processes which will assist in the employment of high quality staff and ensure the University's goals are achieved.

More information

➔ Recruitment webpages

➔ Classification of Professional Staff

3. People and Culture

3.5 Recruitment and selection *continued*

Position descriptions

All vacant positions require a Position Description, which details key information such as responsibilities and working relationships, and the knowledge, skills, and abilities required (selection criteria). Position Descriptions must be consistent with the Professional Staff Classification Descriptors and Academic Staff Profiles.

Authority

All correspondence regarding offers of employment must be conducted by People and Culture staff.

Remuneration and salary packaging

Remuneration levels are determined in accordance with the relevant industrial instrument and other policies and procedures. The University offers staff a variety of benefits. Financial and non-financial mechanisms to attract and retain staff are also available. Remuneration package components include salary sacrifice options, flexible working arrangements, generous maternity and parenting leave arrangements, and superannuation contribution options.

continued over

Your role

When contributing to selection and decision-making processes for vacancies, your tasks may include:

- Discussing requirements for replacement or additional staffing with your Vice-President and Executive Dean / Portfolio Head
- Preparing Position Descriptions for vacancies, usually in consultation with the Dean (People and Resources) / Head of Division, and on advice from the relevant People and Culture Business Partnering contact, and arranging appropriate authorisation from the relevant approving authority
- Serving on Appointment Committees, often as chairperson

More information

➔ Remuneration Policy

➔ Benefits and Pay

3. People and Culture

3.5 Recruitment and selection *continued*

Support and assistance

The Recruitment webpages provides links to relevant documents, including policies, frameworks and guides.

As a supervisor likely to chair or participate on an Appointment Committee, you are required to complete 'Recruiting Staff Essentials' training, which is designed to familiarise you with the relevant policies and procedures. This is available online at any time and can be accessed via the Staff Learning Portal (Search under the Courses tile).

Your role

The recruitment team and your P&C Business Partnering contact can also provide you with advice and support during all stages of the recruitment and selection process.

More information

- ➔ Recruitment webpages
- ➔ Recruiting Staff Essentials training

3. People and Culture

3.6 Induction

New staff are required to undertake a relevant induction program. Responsibility to ensure this is completed rests with both the staff member and the supervisor.

The New Staff Induction course and other required training for staff is assigned to new starters and available via the Staff Learning Portal.

The induction program will normally extend over a period of 3 months, and has a number of components, including online learning modules, which cover:

- employment conditions
- diversity and inclusion
- Work Health and Safety (WHS)
- security arrangements
- organisation of the University

Supervisors are responsible for providing an introduction to specific College/Division procedures and information. Note that appropriate induction should also be provided for staff moving within the University to new roles.

New staff are also invited to attend 'Welcome to Flinders'. This optional event is an excellent opportunity to hear from our senior leaders and meet other new starters.

Your role

As a supervisor, you are responsible for ensuring that new staff receive the information and support required to be able to perform their role. This includes introducing the concept of performance review and development as part of their induction.

You may provide the induction program by yourself, or in conjunction with other staff.

You should note in particular your responsibility to ensure that new staff members complete local area WHS induction requirements. You must complete the WHS checklist with each new staff member on the day of commencement or, if not possible, as early as possible thereafter.

Induction Guidelines to assist you with these processes are available on-line through New Staff - Resources for Supervisors.

More information

- ➔ Information for New Staff
- ➔ New Staff - Resources for Supervisors
- ➔ Required Induction Programs for academic staff
- ➔ Introduction to Workday (HR System)
- ➔ Required Training Register

3. People and Culture

3.7 Probation

Probation practices at the University are defined by the University's Enterprise Agreement and are managed in accordance with University policy, procedures and guidelines.

All staff commencing employment with the University will normally be subject to a period of probation. The period of probation provides an opportunity to assess the suitability, skills and performance of the staff member against the requirements of the position.

A well-managed process allows both parties to assess and take appropriate decisions about the longer term suitability of the staff member to the role.

continued over

Your role

As a supervisor, it is important that you work closely with the new staff member during probation, and that s/he understands your expectations. This involves:

- Discussing the requirements of the position and of the probationary period;
- Providing appropriate feedback, support and training; and
- Conducting regular review/s of performance and conduct

Completing the induction program is an important element of successful completion of probation. New Staff - Resources for Supervisors should be used to assist in this process.

More information

- ➔ Professional Staff Probation
- ➔ Academic Staff Probation
- ➔ New Staff - Resources for Supervisors

3. People and Culture

3.7 Probation *continued*

Commencing staff

A probationary period of up to 6 months for professional staff positions and up to 24 months for some academic positions will normally apply to all continuing and fixed-term appointments. The nature and circumstances of the employment offer and the appointee's relevant experience should be taken into account when determining the length of the probationary period.

New academic staff are normally required to complete core training in teaching (and research supervision / student placement where relevant) prior to the end of the probationary period. It is your responsibility to ensure that new staff are aware of this requirement, and to make the appropriate arrangements in a timely manner.

Before the end of the probationary period you will be reminded by email that the staff member's probationary period is coming to an end, and of the need to take appropriate action to either confirm or not confirm the appointment (probationary periods cannot be extended).

Your role

Where you have concerns at any stage of the probationary period about a staff member's performance or conduct, advice should immediately be sought from your P&C Business Partnering contact.

Assistance with reviewing performance and conduct during the probationary period is available in Probation: Professional Staff - Guidelines for Supervisors and Probation: Fixed-term Academic Staff (including research positions) - Guidelines for Supervisors.

More information

- ➔ Probation
- ➔ Fixed-term Academic Staff Probation

3. People and Culture

3.8 Performance management

Professional staff

All continuing and fixed-term (≥12 months) Professional Staff are required to participate in a formal performance review, normally undertaken annually, in accordance with the Professional Staff Performance Review and Development (PRD) framework. The objectives of the framework are to:

- Provide structured feedback to a staff member on her/his performance
- Formally assess a staff member's performance for the purpose of: incremental progression; movement to a higher classification as part of a linked classification process; identification and evaluation of professional development activities; recognising and rewarding a high performing staff member
- Determine work priorities, workload and performance expectations for the next review period
- Review position descriptions/duties for currency and relevance
- Agree on leave plans for the next review period
- Provide an opportunity for the supervisor to receive feedback from the staff member
- With respect to heads of work areas and work team leaders, to assess additional outcomes achieved in relation to leadership and management

continued over

Your role

The framework provides a basis for assessing and developing a staff member's performance to achieve individual, work area and/or organisational goals.

You are responsible for conducting the formal review of performance of your staff in accordance with relevant procedures. As part of this, it is important that you provide ongoing feedback to help each staff member understand her/his progress, and that s/ he is encouraged to seek clarification or assistance where needed.

You should note that a number of key decisions are influenced by the annual review process, including award of an increment (where a staff member has not yet reached the maximum level of the salary scale), recognition and reward where staff have exceeded performance objectives, movement from one classification to the next for a staff member in a designated 'linked' position (professional staff), and confirmation of continuing appointment.

More information

➔ Performance reviews

3. People and Culture

3.8 Performance management *continued*

Academic staff

All academic staff (other than casual staff) are required to undertake a performance review, normally on an annual basis, in accordance with the Academic Staff Performance Review Scheme. The objectives of the Scheme are to:

- Assist staff to develop academically and professionally and to provide them with reliable information on the University's expectation of performance;
- Assist the University and staff jointly to plan the work of staff to achieve desired goals; and
- Assist supervisors in monitoring and assessing a staff member's performance

A formal review process is integral to this performance review and development framework and is used to assess the performance of staff against established objectives, and to identify needs and opportunities for staff and career development. The performance of casual staff is managed in accordance with separate guidelines.

continued over

Your role

The framework provides a basis for assessing and developing a staff member's performance to achieve individual, work area and/or organisational goals.

You are responsible for conducting the formal review of performance of your staff in accordance with relevant procedures. As part of this, it is important that you provide ongoing feedback to help each staff member understand their progress, and that they are encouraged to seek clarification or assistance where needed.

You should note that a number of key decisions are influenced by the annual review process, including award of an increment (where a staff member has not yet reached the maximum level of the salary scale), recognition and reward where staff have exceeded performance objectives, and confirmation of continuing appointment/promotion (academic).

More information

- ➔ Academic Staff Performance Review
- ➔ Performance Management Guidelines for Casual Academic Staff

3.8 Performance management *continued*

Incremental progression

An assessment of performance for the purposes of incremental progression may form part of the annual performance review. If this is not to occur within 3 months of the increment date, an interim assessment should be conducted.

Performance improvement

You should address any concerns about a staff member's performance and/or conduct as soon as possible, and not wait for the formal annual review. This should initially take the form of structured counselling, which provides an opportunity for the concerns to be resolved through clarification of expected objectives and performance standards, regular feedback, and further training where appropriate.

If your concerns remain following this process, you should seek advice from your P&C Business Partnering contact.

continued over

Your role

Both staff member and supervisor are notified by People and Culture three months in advance of the increment date.

Your role is to assess the staff member's performance over the preceding 12 months and to advise People and Culture whether progression to the next step:

(i) should occur because performance has been satisfactory; or

(ii) should be delayed to allow a period of time for improvement in performance to be achieved (in which case advice should be sought from the relevant P&C Business Partnering contact).

Your P&C Business Partnering contact can assist you with all aspects of the performance management process. Guides and resources for managers are also available on the Performance Reviews website.

More information

➔ Incremental Progression

3.8 Performance management *continued*

Professional development

A wide array of development support and opportunities are provided for professional and academic staff by the University. A useful starting point is the Professional Development and Learning and Teaching Services website.

A range of learning programs are provided to support supervisors in developing their skills, knowledge and capabilities.

Professional staff development fund

The Professional Staff Development Fund aims to provide assistance to professional staff to access training and development that is relevant to the individual's current role and/or career advancement within the University.

The Fund is open to all professional staff employed on a continuing or fixed term basis with six (6) months or more continuous service (not including casual service).

continued over

Your role

The ongoing personal and professional development of staff is an important part of the performance management process and you should work with your staff to identify development needs and suitable development opportunities.

More information

- ➔ Professional Development
- ➔ Learning and Teaching Services
- ➔ Professional Staff Development Fund

3. People and Culture

3.8 Performance management *continued*

Recognition and reward

The University seeks to provide fair consideration, remuneration, reward and incentive to all staff undertaking and contributing to University activities.

The Policy and guidelines provide further information and advice.

Outside professional activities

If a staff member is involved in work/professional activities outside of his/her work with the University that is in any way associated with the University - this may constitute outside professional activity in accordance with the Outside Professional Activities Policy, and may require approval.

The Policy and guidelines provide further information and advice.

continued over

Your role

Providing informal regular, positive feedback to individual staff members and private and appropriate public recognition of their achievements encourages outstanding performance and provides incentive to staff members.

More information

- ➔ Staff awards
- ➔ Outside Professional Activities Policy

3.8 Performance management *continued*

Professional staff only

Reclassification

A request to People and Culture to consider a reclassification of a professional staff member's position may be appropriate where there has been a significant change to the work value of the position due to substantial, approved changes to responsibilities.

Time sheets

All professional staff at HEO7 and below are required, under the University's Enterprise Agreement, to accurately record in an approved manner the times of commencing and ceasing work.

Your role

You or the staff member may initiate a request for a reclassification of the staff member's position. Requests must be made in writing on the prescribed form.

You and the staff member are responsible for certifying that the actual hours recorded are an accurate account of the actual hours worked and that any leave recorded has been booked by either electronic or manual means.

More information

- ➔ Application for reclassification
- ➔ Flexible Working Hours Procedures

3.9 Leave Management

Leave management plans

University staff members have access to a variety of types of leave and they are responsible for taking the steps to gain leave approval from supervisors.

Annual leave

You should ensure that staff members take their full annual leave entitlement wherever possible, i.e. on a yearly basis. Failure to take leave regularly can have a detrimental effect on staff, can become a management issue in arranging mutually suitable leave periods, and creates a liability for the University.

Personal / Carer's leave

Personal / Carer's leave is an accrued entitlement for staff, and conditions for taking Personal / Carer's leave are outlined in the applicable Enterprise Agreement.

Advice from your P&C Business Partnering contact should be sought to clarify issues relating to individual staff and their Personal / Carer's leave entitlements, particularly where long-term or patterns of recurring leave occur.

continued over

Your role

You should be mindful of your duty of care to your staff by ensuring that they take regular periods of leave. To do this effectively you should familiarise yourself with the leave policies, guidelines and procedures (see Leave/Absences webpage) and be mindful that leave conditions may vary for each staff member.

More information

- ➔ Enterprise Agreement 2023 - 2026
- ➔ Leave / Absences Policies

3.9 Leave Management *continued*

Long service leave

The University provides long service leave for all staff in accordance with its Enterprise Agreement, which provide for:

- entitlement to an initial period of long service leave after 7 years;
- a requirement for a staff member to provide a plan for taking leave when entitlement exceeds 65 days (477.75 hours), and
- the ability to direct a staff member to take leave when entitlement exceeds 80 days (588 hours); and cash-out of excess leave

Parental leave

The University is committed to creating a family-friendly work environment which supports family responsibilities. Relevant leave includes Parental (Primary Carer / Adoption/ Partner / Antenatal leave), Conversion to Part-time for Family Care Purposes, and Flexible Staffing Arrangements.

continued over

Your role

Leave management provisions help to reduce the University's long service leave liability, and it is therefore crucial for supervisors to manage such leave.

The P&C Business Partnering team sends an email to managers when a staff member's leave entitlement approaches 65 days (477.75 hours). This email alerts you to the need to implement a plan to reduce the leave balance.

More information

➔ Leave / Absences Policies

3.9 Leave Management *continued*

Flexible staffing arrangements

The University has a variety of flexible work arrangements that are available to staff subject to managerial approval.

These arrangements also provide alternative leave options for staff members. They include:

- flexi-time;
- part-year employment;
- conversion to part-time for family care purposes, and
- for staff nearing retirement, conversion to non-continuing employment

Other leave

Other leave is available to staff on application and with the approval of the supervisor and includes:

- Special Paid Leave
- Leave Without Pay
- Defence Force
- Emergency Services
- Workplace Relations Training Leave

Your role

As a supervisor, you are responsible for managing leave arrangements of staff members, including appropriate authorisation of absences, and balancing the operational needs of your area.

More information

➔ Flexible Staffing Arrangements

➔ Flexitime Arrangements Procedures

3. People and Culture

3.10 Workday

Flinders University uses Workday, a global HR system to manage key human resources processes and data. Workday provides employees access to HR information and allows them to view, update, and add to their details quickly and easily.

Workday is used by staff for:

- Booking leave
- Applying to cash out leave
- Viewing leave balances and bookings
- Viewing and changing personal information and bank details
- Entering casual professional timesheets
- Booking overtime (HEO7 staff and below)
- Accessing payslips
- Performance Review and Development (fixed-term and continuing)

Workday comes with iOS and Android mobile apps which makes it easier for everyone to input new requests, and for supervisors to quickly review notifications and action approval requests.

Your role

As a supervisor, you can use Workday to:

- View job information
- View and manage leave balances and bookings
- Approve leave
- Check probation and increment dates for staff who report to you
- Access organisation charts
- Generate reports

More information

➔ Workday

3. People and Culture

3.11 Service One

Service One provides a single, streamlined pathway to access a wide range of services in one place. It allows users to submit one request that is then processed through existing business workflows and approval processes.

Service One is used to submit and approve a variety of business-related tasks. People and Culture specific tasks include, but are not limited to, the following:

- Engaging fixed-term and continuing staff
- Engaging casual staff
- Initiating fixed-term contract extensions
- Applying for Academic Promotion
- Applying for Parental Leave
- Applying for non-standard leave types
- Requesting employment variations, such as:
  - Higher Duties Allowance (for professional staff)
  - Fraction changes
  - Change costing allocation
  - Changes to work schedules
- Applying for Professional development and Conference funding (for professional staff)
- Submitting applications for Overseas Conference Leave and the Outside Studies Program (for academic staff)

Your role

As a supervisor, you can use Service One to:

- Initiate requests
- Approve / reject staff requests
- View outstanding requests

More information

➔ Service One

➔ Service One portal

➔ Service One P&C Services

3. People and Culture

3.12 Casual Academic Scheduling & Payment (CASP)

CASP is the system used to create, offer, and pay scheduled activities for college based Casual Academic Teachers. It is also used to manage timesheets for Casual Academic Researchers and Casual Academics working in DVCS, Yungkurrinthi and FHMRI Sleep Health.

CASP is currently the system used by:

- Casual Academic Teachers in colleges to accept an offer to work and submit variations to their scheduled hours.
- Casual Academics working in DVCS, Yungkurrinthi and FHMRI Sleep Health to enter and submit timesheets.
- Casual Academic Researchers to enter and submit timesheets.
- Supervisors of Casual Academic Teachers in DVCS, Yungkurrinthi and FHMRI Sleep Health to approve or decline timesheet requests.

Your role

As a supervisor, you can use Workday to:

- Approve / decline timesheets for Casual Academic staff in DVCS, Yungkurrinthi and FHMRI Sleep Heath.
- Approve / decline Casual Academic Researcher timesheets.

More information

➔ Casual Academic Scheduling & Payment (CASP)

3. People and Culture

3.14 Employee Assistance Program

The University Employee Assistance Program (EAP) is a professional, confidential counselling service for staff paid for by the University.

The service is provided by independent, highly qualified clinical psychologists who can assist with a range of personal and work related issues.

Your role

As a supervisor you should ensure that staff are aware of and have access to relevant information regarding EAP.

On occasion, you may wish to suggest to a staff member who is in need of help, is not performing, or not coping with their work that they may benefit from using EAP.

As a supervisor, you can access EAP to discuss options for dealing with difficult situations.

More information

➔ Employee Assistance Program

3.15 Formal grievance resolution

Workplace grievance processes

The University acknowledges that workplace grievances can and do arise. The majority of these grievances will be resolved through discussions between the staff member and their supervisor.

There may be times when discussion with the supervisor fails to resolve the grievance and the staff member wishes to pursue a more formal process.

Staff grievances policy

The Grievances Policy provides an internal mechanism that staff may choose to have grievances addressed in a prompt and fair manner. The policy may be initiated by a staff member wishing to seek resolution of a grievance that may affect their employment. This policy does not apply to matters that are covered by alternative University review, appeal or grievance procedures or to the outcome of merit-based selection processes.

A staff member may also submit a complaint or grievance to a relevant external agency such as the Australian Industrial Relations Commission, Equal Opportunity Commission, Human Rights and Equal Opportunity Commission, Ombudsman, Police.

Your role

As a supervisor you need to be aware of the processes and procedures pertaining to grievances and dispute resolution.

You should contact your P&C Business Partnering contact if you encounter any grievances in the workplace.

More information

➔ Enterprise Agreement 2023 - 2026

3. People and Culture

3.16 End of employment

Staff members may end their employment for different reasons. The University may also decide to end the employment of a staff member. A variety of forms of termination of employment are discussed below.

Resignation and retirement

Staff of the University must provide the required notice of termination in accordance with the applicable Enterprise Agreement.

End of contract

If a staff member wishes to resign from their position prior to the contract end date, please advise your P&C Business Partnering contact as soon as possible before the staff member's departure date and initiate the relevant process in Workday.

Redundancy – voluntary and involuntary

Redundancy normally occurs at the University's initiative where a position is identified as surplus to requirements for economic, technological, structural or similar reasons.

Where appropriate, redeployment may be considered as an alternative to redundancy. These processes are detailed in the applicable Enterprise Agreement.

continued over

Your role

As a supervisor you are responsible for notifying the appropriate areas of the University when a staff member's employment has ended.

More information

➔ Redundancy

3.16 End of employment *continued*

Death

In the event of the death of a staff member you should contact your P&C Business Partnering contact as soon as possible, and also follow procedures for the management of personal and work-related material for deceased students and staff and those on sudden and extended absences.

Employer-initiated termination

Employer initiated terminations include, but are not limited to, termination through disciplinary action, and on medical grounds. P&C Business Partnering is responsible for the administration of terminations of this nature. Details of the principles of these processes are contained in the applicable Enterprise Agreement.

Supervisors who believe they need to undertake one of these termination processes should contact their P&C Business Partnering contact as soon as possible.

Your role

Supervisors play an important role in managing personal and work-related material for staff who are deceased or terminated.

Refer to Section 4.1 of the Procedures for the Management of Personal and Work-Related Material for Deceased Students and Staff and those on Sudden and Extended Absences and the relevant Discipline policies.

More information

- ➔ Managing personal and work-related material for absent or deceased staff and students
- ➔ Disciplinary Action and Review

3. People and Culture

3.17 Work Health, Safety and Injury Management

The University has a legal and social responsibility to provide and maintain, so far as is reasonably practicable, a safe working environment, safe systems of work, and plant and substances in safe condition for its staff, students, contractors and visitors.

The Work Health & Safety Unit website includes contact details for WHS staff, information about training, policies/procedures/guidelines, rehabilitation and first aid, and links to government departments and legislation.

Training and assistance

You are required to complete the WHS On-line Supervisor Training course, which includes the following topics:

- Your Responsibilities
- WHS Legislation and Structures at Flinders
- Managing Hazards
- Accident Investigation
- Rehabilitation

Your role

As a supervisor your duty of care to the University includes ensuring the health, safety and welfare at work of staff members, students, others working under your supervision on behalf of the University. This includes contractors and visitors to your workplace.

You must ensure that new staff members receive a local area induction in which they are informed of area-specific hazards before commencing work. Also, you must complete the WHS checklist with each new staff member on the day of commencement or, if not possible, as early as possible thereafter.

The WHS&IM Training Needs Analysis Table is available to assist in determining the appropriate WHS&IM training required for staff. Training needs should be reviewed and updated regularly.

More information

➔ Work Health and Safety Unit

3. People and Culture

3.18 Diversity and Inclusion

The University is responsible for providing a learning and working environment which reflects a commitment to quality, access, equity, diversity and equality of opportunity.

Responsibility for providing this environment is embedded at all levels of the University, and the internal management structures and processes support this commitment.

Equal Opportunity contact officers

Equal Opportunity (EO) Contact Officers are a source of up-to-date knowledge of the University's Equal Opportunity policies, and can provide confidential support and information to individuals involved in complaints of discrimination, harassment and bullying or sexual harassment.

As a supervisor you should provide support for EO Contact Officers in work areas to ensure they can meet their responsibilities. Assistance is also available for supervisors from Equal Opportunity Contact Officers.

Your role

It is important for you to familiarise yourself with equal opportunity, diversity and anti-discrimination, harassment and bullying policies and procedures, ensuring that you have a clear understanding of your responsibilities.

You should also ensure staff understand their legislative and policy responsibility in relation to equal opportunity and diversity issues.

More information

- ➔ Equity, Diversity and Inclusion
- ➔ Equal Opportunity and Anti-discrimination Policy
- ➔ Equal Opportunity Contact Officers
- ➔ Accessibility and Inclusion

4. Compliance, Risk Management and Finance

4.1 Compliance

There are a range of matters related to University business operations compliance that are relevant for supervisors and managers.

Confidentiality

As a member of the University staff you are required to respect the confidentiality of any information that is available to you in the course of your work.

A supervisor should also ensure that staff members are aware of the need to maintain confidentiality of information, and you should be mindful of your methods of collection, storage and use/disclosure of personal and sensitive information.

Trade practices

The Trade Practices Act contains provisions prohibiting corporations from engaging in restrictive trade practices and unconscionable conduct, and also provisions on consumer protection.

Your role

As a supervisor you will need to be informed about the particular business practices, procedures and risk relevant to circumstances and staff members in your work area.

More information

- ➔ Privacy Policy
- ➔ Trade Practices Act

4. Compliance, Risk Management and Finance

4.2 Risk Management

Risk identification, evaluation and management is undertaken as part of the day-to-day management and planning activities of the University.

Internal controls

Internal control, a key component of the risk management framework, is embedded in all activities including corporate governance, due diligence and risk management strategies. These include strategies to manage risks associated with:

- **Fraud:** Fraud Control procedures encourage the prevention as well as disclosure of perceived breaches, while maintaining a focus on natural justice. Fraud prevention and detection is enhanced through sound supervision.
- **Legislative compliance:** See 1.3 Legislation and policy.
- **Crisis management**: It is the responsibility of all staff, in the event of any potential crisis or emergency situation, to immediately contact Security. It is important that all staff ensure that their personal contact and next of kin details are current. (Also see Appendix 2.)
- **Travel:** Risks to personal safety can be heightened when travelling within Australia and abroad. Some of the risks include travel conditions, health systems, crime rates, political environment, terrorism, war and civil unrest. University travel procedures are designed to assist staff to travel and work safely.

Your role

As a supervisor you will need to be informed about the particular business practices, procedures and risk relevant to circumstances and staff members in your work area.

Supervisors should manage risk in accordance with the University's Risk Management policy.

More information

- ➔ Risk Management Policy
- ➔ Fraud and Corruption Management Policy
- ➔ Legislative Compliance Framework
- ➔ Travel Policy

4. Compliance, Risk Management and Finance

4.3 Finance

College / portfolio management

Managers and supervisors who have designated budgetary or financial management responsibilities should refer to their College / Portfolio's financial staff for information and support at the local level.

Your role

You may seek advice and assistance with financial and related matters from Finance and Procurement Services.

More information

- ➔ Finance and Procurement Services
- ➔ Finance Policies & Procedures

Appendix 1 – Guide for new supervisors and managers

Focus	Desired Outcome	Information / Understanding required	Activity
Setting your agenda	• Personal work agenda in line with Flinders' mission and goals • Activity is informed by clear and agreed objectives • Effective management of tasks and resources • Effective networks and strategic partnerships -internal and external • Professional growth and development • Early identification of new/emerging issues	• Mission and objectives of Flinders • Relevant Government legislation and policy frameworks, Flinders' policy • Broader tertiary sector • Stakeholder views/concerns • Personal performance management objectives • Flinders' systems, structures and processes • Flinders' formal and informal networks • Potential applications of new technologies	• Regular objective setting - yearly, monthly, weekly • Regular and effective consultation with stakeholders • Ongoing internal and external relationship building • Search for innovative practice • Management of staff performance
Making decisions	• Effective, objective and ethical decision making • Respect for and understanding of cultural perspectives of stakeholders, colleagues, etc	• Understanding of mission and objective of Flinders • Understanding of risks • Understanding of stakeholder perspectives • Range of strategies in line with goals	• Effective consultation with stakeholders • Commit to making decisions • Implement decisions • Regular reflection on ethical and other dimensions of decision making
Valuing and supporting yourself	• Continuous personal and professional development • Appropriate work-life balance • Sense of personal achievement	• Personal and career development objectives • Sources of information and support • Understanding of changing nature of work	• Develop and maintain personal knowledge • Engage in regular personal and professional development activities • Commit to personal reflection
Valuing and supporting others	• Committed, motivated and effective workforce • Respectful and diverse workplace culture • Workforce committed to work-life balance • Respect and support for ideas, decisions, processes you implement • Effective personal relationships with stakeholders, colleagues etc	• Knowledge of conditions of employment and staff entitlements • Knowledge of performance management procedures • Knowledge of personal and career development objectives of staff, colleagues etc • Knowledge of information and resources available to support others	• Provide opportunities for professional development • Regular and effective communication • Respectful interactions with others • Recognise and reward the contribution of others • Mediate/resolve conflict • Communicate across professional boundaries and develop partnerships • Engage in effective performance management • Commit to giving and receiving feedback • Keep stakeholders informed

Appendix 2 – Crisis Management: Emergency procedures

Procedures

An Emergency is any event which arises internally or from external sources which may adversely affect the safety of an individual, people in a building or the community generally and calls for an immediate response by the occupants. Such an emergency can arise from a number of causes, such as fire, leakage of gas or toxic fumes, bomb threat, earthquakes, and verbal or physical threats to staff.

Emergency situations on campus are managed according to procedures identified in the Incident Control Policy, which applies both to larger scale emergencies (such as a natural disaster or a major fire in a building), and to smaller scale incidents (such as those confined to an individual or small group of people).

Your role

In the event of an emergency or crisis it is important for members of the management team to be contactable.

Emergency contact numbers should be kept up-to-date: this can be done direct through Workday.

In all instances of an Emergency you should immediately contact your local campus Security.

More information

- ➔ Emergency procedures
- ➔ First aid
- ➔ Evacuation
- ➔ Bushfire safety

Appendix 3 – Overview of Flinders Policy Library

Flinders Policy Library

The Flinders Policy Library is entirely web-based.

It is the source of official University policy approved by Council, Academic Senate or the Vice-Chancellor, as well as general procedures and guidelines.

The Policy Library is sorted by category and sub-category, as summarised to the right.

You are encouraged to familiarise yourself with the policy and related information available under the different sections.

➔ **Flinders Policy Library**

Note that College-specific policies, procedures or guidelines are not included, nor are those which apply only to staff within a certain organisational unit.

➔ **Academic and students**
- Student support
- Student integrity
- Student conduct
- Admission, enrolment, assessment and progress
- Conferral and graduation
- Complaints and appeals
- Higher degrees by research
- Student fees and assistance
- Student awards and prizes
- Student welfare and privacy
- Teaching and course management

➔ **Facilities and information management**
- Digital technology
- Information management
- Physical environment

➔ **Fees and finance**
- Finance policies (staff only)

➔ **Governance and risk**
- Governance
- Risk management

➔ **Health and safety**
- Work health and safety management system policies
- Work Health and Safety risk-specific procedures
- Injury management

➔ **People and culture**
- Integrity, conduct and grievances
- Employees
- Non-employee workers and associates

➔ **Research**

Flinders
University