

Recognizing and rewarding Staff - Guidelines for Supervisors

Purpose

These guidelines describe the mechanisms available to supervisors to recognise and reward staff. Many of these are able to be used for a number of purposes including:

- professional development of staff;
- incentive for staff demonstrating capacity or potential to perform at a higher level;
- recognition and reward for high performing staff.

In general, recognition or reward at Flinders is considered as an integral component of the performance management framework applying to academic or general staff. However, a supervisor may also consider it appropriate to recognise individual staff or work teams upon review of outcomes of a specific project/initiative.

The mechanisms listed below may be used to recognise and reward an individual staff member or a work team and include both financial and non-financial means. They may be used in isolation or in conjunction with each other; the latter approach, in particular, is appropriate for rewarding high performing staff.

2. Mechanisms for recognising and rewarding staff

2.1 Attraction and Retention Allowances

Policy

In general, staff is paid the salary rates specified in the relevant industrial agreement. An additional salary loading may be paid to maximize the University's capacity to attract or retain specific staff. Staff members at all levels are eligible to be recommended for an attraction or retention allowance although the normal expectation is that the award of a loading of this kind is made only in exceptional circumstances.

2.2 Accelerated confirmation of probation

A staff member's probationary period may be recommended to be confirmed early where the staff member's performance in the position exceeds performance expectations.

2.3 Incremental progression

Policy

Progression through the salary steps of the relevant classification level recognises that a staff

member's performance and conduct is satisfactory in accordance with the relevant classification criteria.

Evidence of performance at a high level such as outstanding achievement of outcome(s) in relation to performance objective(s) agreed at the annual performance review may be recognised by accelerated progression.

2.4 Accelerated progression through linked positions

A general staff position may be established as a linked position which provides for the appointee, subject to satisfactory performance, to move to the higher of the linked positions without a formal review of classification. The time to be served in the base position is established, on a case by case basis, at the time of offer of appointment together with the performance and training objectives to be met prior to movement to the higher level.

Accelerated progression to the higher level may be recommended where the performance and training objectives are met to a high standard earlier than the initial time frame set.

2.5 Higher Duties /Temporary Secondments

General Staff Allowances Policy

Allowances are available to general staff where they are required to undertake the duties of a higher position on a temporary basis. The opportunity to undertake higher duties is an important tool for supervisors with respect to development and recognition of staff performance.

Similarly, a supervisor or Divisional Manager may identify a high performing staff member for a temporary internal secondment to undertake a short-term project or similar initiative.

2.6 Promotion Out-of-Round

Promotion Out-of-Round - Procedures

Promotion out-of-round may be used in exceptional circumstances such as to counter an offer to an existing staff member from another organisation, or to recognise and reward outstanding performance. Only academic staff at Level C and above are eligible to be considered for out-of-round promotion.

2.7 Outside Studies Programs and Conference Leave

Outside Studies Scheme

Overseas Conference Scheme (academic staff)

Professional Development Unit

Outside Studies Programs provide eligible academic staff with paid leave of absence to carry out sustained scholarly activity or gain professional experience outside the University, in order to maintain and enhance the quality of its teaching and research. Paid leave of absence and financial assistance toward expenses is available to staff approved to undertake a program. Applications are judged on the basis of the academic merit of the case and the record of the applicant.

Similarly, where academic staff are invited to make substantial contributions to overseas conferences of significant importance, paid leave of absence and financial assistance towards airfares are available.

Support is available for general staff to participate in relevant conferences and workshops external to the University.

In all cases, additional financial support beyond the amounts normally available may be provided, up to the total amount of travel / conference costs incurred.

2.8 Workload profile adjustments (academic staff)

Academic Workloads

Deans of Schools are responsible for developing and implementing workload measurement and allocation schemes in accordance with the University's Academic Workload Equalisation Principles.

Workload allocations may be adjusted within the relevant scheme to recognise the performance of individual staff, particularly where it is desirable that release from certain responsibilities will enable sustained activity in a particular area to maximise further recognition of the initiative eg the award of a significant research grant.

2.9 Professional development and training opportunities, for example study assistance, conference attendance, leadership training

Professional Development Unit

There is a wide range of in-house and external professional development and training opportunities available to both academic and general staff and it is expected that supervisors will promote these activities to all staff to assist with general skill development and maintenance and

career paths.

High performing staff can also be recognised through nomination to undertake study tours, attend seminars and conferences, and participate in leadership training.

2.10 University Awards

Staff awards (comprehensive list of awards for staff)

Staff Award for Outstanding Contribution to Flinders University

Significant contributions by individuals and work teams to specific University activities may be recognised through University-wide awards such as Awards for Outstanding Service to the University (introduced in 2006), and Vice-Chancellor's Award for Excellence in Teaching.

2.11 Contributions to specific projects by the Vice-Chancellor

The Vice-Chancellor may provide financial support or contribute in-kind support from time to time to staff-led initiatives which are likely to add significantly to the pursuit of the University's strategic goals and objectives and to the University's reputation.

2.12 Public acknowledgement via University publications, committees, work unit presentations

One of the simplest and most effective ways of recognising staff, including high performing staff, is by way of formal acknowledgement of particular performance efforts and achievements through: written feedback/congratulations; at work unit meetings or relevant University committees; local publications such as cost-centre newsletters; and University publications including Around the Ridges, Flinders Journal, Research at Flinders and Flinders In Touch. Supervisors are encouraged to contact staff in the Marketing and Communications Office for assistance with regard to the University publications.

2.13 Cost-Centre Awards

Some organisational areas have established their own specific awards to recognise staff. In general terms these awards will normally recognise outstanding service by staff beyond that which could be expected of the position they are in and/or significant contribution to enhancing the reputation and standing of the area, eg annual Dean's Award, School of Medicine.

3 Further Information

Further information on any of the above mechanisms can be obtained from the Senior HR Adviser for your Cost-Centre or contact Human Resources Client Services on Ext 13875

4 New mechanisms

Supervisors and staff are encouraged to raise ideas for new and/or revised mechanisms with the Head of their Cost Centre.