

Release 6
1 September 2024



CREATE CHANGE

Annual Performance and Development Process (APD) Frequently Asked Questions



How can we help?

This guide has some of the APD questions we get asked the most.

You will find a table of contents on the next page for easy navigation or use CTRL + F to find key words relating to your question.

If you don't see what is on your mind, reach out to us at...



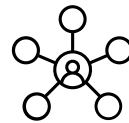
Ask HR

General APD
Questions



HR Client Partnering

Local leadership
advice, support and
detailed questions
regarding APD



Organisational Culture and Capability

Overarching UQ
wide APD process,
feedback and
learning

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New to UQ or APD?

How do I “start” the APD process?

You will receive a ‘to-do’ task in [Workday](#) containing the relevant APD template for your [cohort](#) (e.g., Academic, Professional, Executive). This template will provide help text and guidance to support you through the process.

For new staff, upon commencement you will receive a goal setting template in [Workday](#) to complete. Following a conversation with your supervisor/manager regarding your goals, this template can be finalised and submitted. This will ensure that your goals are automatically pulled through to the Annual Performance and Development template at the end of the year (as above).

Beyond the formal templates and process steps, the APD process and conversations should be continuous throughout the year with regular check-ins between staff and supervisors/managers.

How do the Probation and APD processes align?

Fixed-term staff member employed for less than 12 months:

Whilst a full review using the APD process is not required, all new staff should set goals in Workday as part of their probationary review process and to guide activity throughout the contract.

Continuing staff (excluding Continuing Academics) or fixed-term staff employed for more than 12 months:

You will set goals in Workday upon commencement, as part of your probationary period noting that these goals may extend beyond of the probationary period into the annual cycle. With your manager/supervisor you will assess achievement of these goals relative to the expectations for the probationary period. Where relevant, you can [add or edit goals](#) upon the conclusion of probation as you move into the business-as-usual APD cycle.

Continuing Academic staff (three-year probationary period):

Academic staff on probation are still required to set goals upon commencement and complete the [Annual Performance and Development \(APD\) process](#) in line with the relevant timelines and procedures. While your goals and APD documentation will not form part of your Mid-Term or Final Review submission, the APD provides an opportunity for you and your supervisor to discuss expectations, set goals and for you to receive valuable feedback on your performance in support of these processes.

The academic probation processes are underpinned by the [Confirmation and Promotions \(Academic Staff\) Policy](#) and the [Probation and Confirmation of Continuing Appointment \(Academic Staff\) procedure](#). Approximately 2 - 3 months prior to the documentation submission date for your Mid-Term or Final Review you will be contacted via email with the required actions and due dates for your submission. The [Probation webpage](#) provides additional information and resources about the confirmation process.

I am new to UQ, what do I need to do?

Firstly, welcome to UQ! Depending on when you joined the University and your probation requirements you will join the APD process at different points:

<p>I joined UQ between March and August</p>	<p>You will receive a goal setting template via Workday within a month of starting, and you are encouraged to set goals that can be reasonably achieved prior to the commencement of the APD process.</p>
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	<p>Once the APD process launches, you can engage in both the reflective and future-focussed components of the APD process and conversation.</p> <p>If you have not set goals ahead of APD launch you may wish to use the self-assessment portion of the APD process to reflect on what you have been working on since your commencement, and then the goal setting portion to define areas of focus for the year ahead.</p>
<p>I joined UQ between September and February</p>	<p>If you commence after the APD Process has launched for the year (between September and February), you will receive a goal setting template via Workday within a month of starting. This template can be used to set goals for the coming year, but there will be no self-assessment or rating portion of the template. Your APD conversation will focus on goal setting for the year ahead, and you will be included in the following year's end-to-end APD process.</p>

Where can I go for more support on the APD process?

The APD websites for [Academic](#) and [Professional/Executive](#) staff contain supporting resources within the Performance and Development Toolkit, including:

- APD Policy and Procedure
- Supporting guides
- Goal Libraries for each cohort - [Academic](#), [Professional](#) and [Executive](#)
- Frequently Asked Questions
- APD Training

Who completes APD?

How is each cohort of staff defined?



Academic staff – Level A to E

Professional staff – HEW 1 – 10, noting that if a person is a HEW 10 [Management level 3 or 4](#) they are moved into the Executive cohort

Executive staff – [Management level 1 to 4](#), typically, a Head of School and above

Do I need to do APD?

All continuing and fixed-term staff employed for more than one (1) year **are required** to participate in the APD process. *This includes consecutive fixed term appointments that have spanned over and beyond a period of twelve months.*

Casual staff and staff employed for less than 12 months e.g. this is your first year at UQ and you are employed for 6 or 12 months only are **not required** to complete the APD process but are welcome to participate. All staff at UQ are encouraged to discuss their performance, goals and career aspirations with their manager/supervisor irrespective of their contract status. If you meet this criteria and require your APD to be cancelled, please email your local HR representative via AskHR for this to be actioned.

NB: If you are considering promotion as an Academic, it is strongly suggested and recommended to complete an APD regardless of contract arrangement as it will be referred to as part of this process.

For continuing Academic staff currently undertaking a three-year probationary period please see FAQ - [How do the Probation and APD processes align?](#) and the [probation website](#) for further guidance.

My contract ends in a few months, do I need to complete the APD process?

If you are required to do the APD (see FAQ: [Do I need to do APD?](#)) then yes, you will be required to engage in the process regardless of whether your contract is ending shortly. In these circumstances you may like to focus more heavily on the review aspect of APD. The APD process will also be valuable to facilitate a conversation with your supervisor/manager around goals for the remainder of your contract noting that goals set will have an aligned timeframe. If your contract is extended, you can [amend your goals](#), as required, in [Workday](#).

I am part-time (on a fractional appointment), do I need to complete the APD process?

If you are required to do the APD (see FAQ: [Do I need to do APD?](#)) then yes, you will be required to undertake the APD process irrespective of your work pattern.

It is critical that 'Performance Relative to Opportunity' is considered for staff on part-time or fractional appointments, both in terms of the goals set, workload allocated and ultimately how performance is evaluated through the APD process.

I am on a 12-month contract, do I need to participate in the process?

If you are engaged for a standalone contract of 12 months or less then no, you are not required to complete the APD process but are welcome to participate (see FAQ: [Do I need to do APD?](#)). All staff at UQ are encouraged to discuss their performance, goals and career aspirations with their manager/supervisor irrespective of their contract status.

However, if you are employed on consecutive contracts for a combined period of more than 12 months then you will be required to engage with the APD process. This includes situations where the contracts are in distinct roles or areas of the University.

I have been on long term or parental leave this year, do I need to participate in the APD process?

All continuing and fixed-term staff employed for more than one (1) year are required to participate in the APD process.

You can choose to complete it while on leave or complete it upon your return and for discussion with your Manager/Supervisor on the best arrangement. Your manager will need to retain the task in their Workday Inbox until you return and then send it back to you when you are ready to complete it.

If you are on leave for some of the APD period and have either not set goals or not had sufficient time to make progress on goals, you may wish to focus more heavily on the 2024 [goal setting](#) portion to define areas of focus for the year ahead. You can note your leave dates and briefly comment on what you worked on prior to taking leave in the self-assessment portion.

It is important that supervisors/managers consider 'Performance Relative to Opportunity' for staff members who've been on long-term leave in terms of how performance is evaluated through the APD process.

What happens if I have multiple roles at UQ, for example an Academic and a Professional role?

When a staff member has multiple roles at UQ, a 'primary' role will be identified in Workday. Ordinarily, this will be the role which holds the higher fraction (e.g., 60% in role A [primary role], 40% in role B [secondary role]). The supervisor/manager for the 'Primary' role will hold the primary responsibility for assessing the performance and supporting the development of their staff member and coordinating the APD process.

Where relevant, the supervisor/manager for the primary role will liaise with other supervisor/s to obtain their feedback and input into the APD review and goal setting processes.

How does APD work when I have multiple supervisors/managers within one role?

In circumstances where a staff member has multiple supervisors/managers within one role (e.g., an academic role which operates across two organisational units) one person will be identified as the formal 'manager' in Workday. This individual will be responsible for assessing the performance and supporting the development of their staff member and coordinating the APD process.

Where relevant, they will liaise with other supervisor/s to obtain feedback and input into the APD review and goal setting processes. (see FAQ: [I have a second or new supervisor/manager, is there a way I can send this task to multiple supervisors \(including my previous supervisor\) to review?](#))

What do I need to do?

As a staff member

As a staff member, what do I need to do?

Each person is responsible for their own development journey at UQ. To own and drive your career journey via the APD process:

- Participate in learning about APD by completing [APD Foundations](#) for further information on the APD process.
- Draft your [goals](#) and gather any relevant materials ahead of the APD conversation with your supervisor/manager. Submit this via [Workday](#) at least a week ahead of the conversation.
- If an APD conversation has not yet been set, you can proactively book time with your supervisor/manager to discuss the achievements of the past year and [plan next year's goals](#).
- Consider any [development areas](#) or career aspirations you might wish to discuss.
- Reflect on opportunities to contribute to the [broader organisational unit or University strategy](#).
- Enter the APD conversation with a [Growth Mindset](#) ready to both share and listen.

I didn't set any goals last year OR I don't have any goals in the 2024 section in Workday. What do I do?

If you didn't set goals last year or you are yet to set goals, you can add your key achievements from the year as goals in the '2024 goals' sections of the template. You are encouraged to reflect on these achievements as this will support your performance review conversation with your manager.

What happens if I do not complete the self-assessment as part of the APD process?

Organisational Unit Heads and supervisors/managers will be provided with regular reports on the completion rates for the APD processes. Where staff are not engaging with the process, it is highly recommended that the supervisor/manager and staff member connect to discuss why the process was not completed and for the manager/supervisor to coach their staff member through the completion requirements.

Any incomplete or partially completed APD templates will be automatically forwarded onto the next approver/step once the deadline has passed (see FAQ: [What are the timings and requirements for the formal APD process?](#)).

How can I edit my APD after I have submitted it?

Once submitted, the APD workflows to your supervisor/manager. To make edits to your APD, please ask your supervisor/manager to select "Send Back" (see FAQ: [How can I return the submission to a staff member so they can amend it?](#)). The APD will be sent back to your Inbox for edit.

Please note that due system securities, staff members will not be able to see supervisor/manager comments when they are sent back. They are only visible once the Manager Evaluation has been submitted and your APD is at the final stage for you to review and provide final comments.

I have a new supervisor/manager, is there a way I can send this task to multiple supervisors (including my previous supervisor) to review?

Although the task cannot be moved to your previous (or another) manager, we encourage you to meet with your previous manager to discuss your APD.

You can create a PDF copy of the content you have added to your APD, including goals and reflections of the past year. This can then be provided to your past supervisor/manager for you to connect on and conduct a retrospective APD conversation, including the identification of a rating if relevant. This can be uploaded as 'Supporting Documentation' in the APD.

This 'Supporting Documentation' can then be accessed by your current manager to review and take into consideration when planning your goals.

I have recently changed positions, what do I need to do?

Once in your new position, you may receive a task in Workday 'Performance check in and goals' to help you review and update your goals as required. If you have not received this task you can navigate through [Workday](#) to make updates to your goals ([Quick Reference Guide](#)). This is your opportunity to add or update goals for your new position as well as update progress against goals for your previous role.

My APD went to the incorrect supervisor/manager, what do I do?

To amend the supervisor/manager details, please ensure your updated supervisor details are correct in Workday (contact [AskHR](#) if required) and request the person who received the APD to "Send Back" (see FAQ: [How can I return the submission to a staff member so they can amend it?](#)). Once you receive this in your inbox you will be able to resubmit to the correct supervisor. If you need to engage multiple supervisors, please see the guidance at FAQ: [I have a new supervisor/manager, is there a way I can send this task to multiple supervisors \(including my previous supervisor\) to review?](#).

I have already completed my APD but now I have received a reminder about my APD, what do I need to do?

Once your supervisor/manager (and Head of School / Institute Director if required) has completed their commentary and provided a rating you will receive a copy to review. This additional notification is seeking your confirmation that a formal APD conversation has occurred and that you acknowledge the evaluation provided by your manager/HoS/Director. Once reviewed you will need to complete the *Employee Acknowledgement* step. Instructions are included in the Workday notification you will have received.

How do I amend my goals?

For detailed instructions on how to add to, amend or update your goals, please view this [Quick Reference Guide](#). Once your updated goals are submitted, your manager will be sent a task to review and approve your goals.

What do I do with a goal that is tagged to multiple goal categories?

Ideally when setting new goals for 2025/26, please choose only one goal category. Moving forward in future APD's, multiple goal categories are no longer accepted.

If goals are tagged to multiple categories, it will only appear in one of the 2024 Goals sections. This may leave some goal sections without any goals or with incorrectly categorised goals.

If you have tagged a goal to multiple categories and want to move it to a later section:

1. Select the 'X' on the incorrect goal category e.g., 'APD 2024/25 Professional/Executive – Delivery'
2. Click on the three dots in the top right corner of the goal and select 'Remove'
3. To pull in the goal to the correct goal section, once in that section click on the three dots in the top right-hand corner of any goal, click either 'Add one above' or 'Add one below'
4. In the search bar select 'All Valid Goals for Selection' and the goal/s you removed earlier should be available for selection.

What do I do if I have a goal that carries over from last year to next?

If you have current goals that are ongoing and will continue into 2024, they will not automatically ‘carry over’ into the 2025 goal setting section of the APD template.

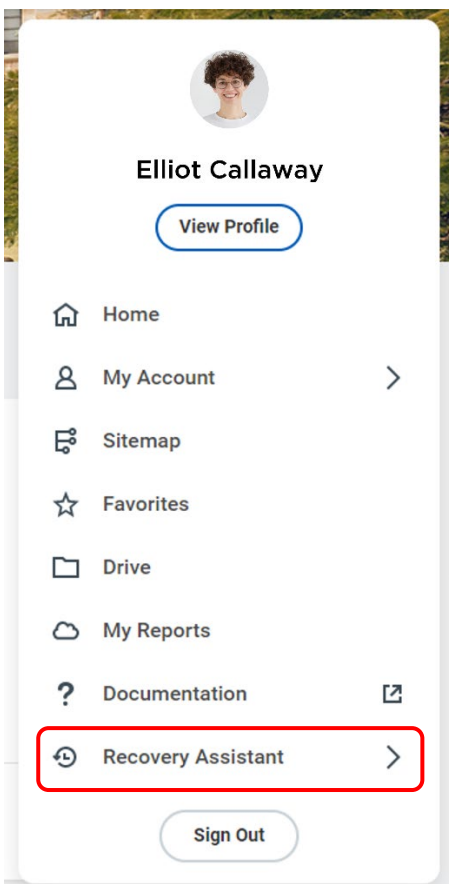
You must update the status as 'In progress', ensure the Goal Category selected is the “APD 2023/24 – xxx category”, and add any comments as required. You will need to re-enter the goal into the relevant 2025 Goals section later in the APD template. We encourage a review and update of the detail of the goal to ensure it reflects any updated or new activities for the next year.

All goals with a 2023/24 category will be automatically archived at the conclusion of the APD process.

Once the APD is finalised all active goals will be visible in ‘[My Individual Goals](#)’. Here you can edit, update, and add additional goals as needed throughout the year.

Help! Workday logged out and I lost my progress in my APD!

1. Log back into Workday within 24 hours. Select your profile (your profile image or generic person icon) and then ‘Recovery Assistant’ towards the bottom of the drop-down menu.



2. Select the task that you would like to recover.

Please note, if you do not log back into Workday within 24 hours, this will not be visible.

As a leader

I am a supervisor/manager, what do I need to do?

As a supervisor/manager your role is critical in the Annual Performance and Development (APD) process. Your role includes (but is not limited) to:

- For further learning, please refer to the [APD website](#) for current learning offerings including the online course [APD Foundations](#).
- Schedule the [APD conversation](#) with your staff.
- [Prepare for the APD conversation](#) by reviewing the staff member's self-evaluation and drafted goals.
- Model and reinforce a dedication to UQ's [vision, mission, and values](#).
- Review and assess staff member performance to achieve alignment, celebrate and build on successes, and flag problems early.
 - Determine a rating for each relevant domain (Academic staff) or each goal category (for Professional / Executive staff) as well as an overall rating.
 - Diagnose gaps between goals and results (considering the impacts of the individual, team, and UQ more broadly on individual performance) and help create a development plan to close those gaps. Collaborate and clarify the results and timeline required, resources available, and create shared expectations and accountabilities. If required, contact your [HR Client Partnering](#) team to create a performance improvement plan.
- Support each team member to solve challenges, identify priorities, and remove obstacles to be more efficient and effective whilst maintaining [engagement](#).
- Plan for the coming year through [goal setting](#). Communicate UQ-wide or organisational unit priorities and help team members set and track [goals that link up](#) to these priorities.
- Encourage and support [development](#) through [coaching](#), [feedback](#), training, reflection, recommending resources, and making introductions.
- Ask for feedback on how you can better support your team members.

I am a Performance and Development Manager, what do I need to know?

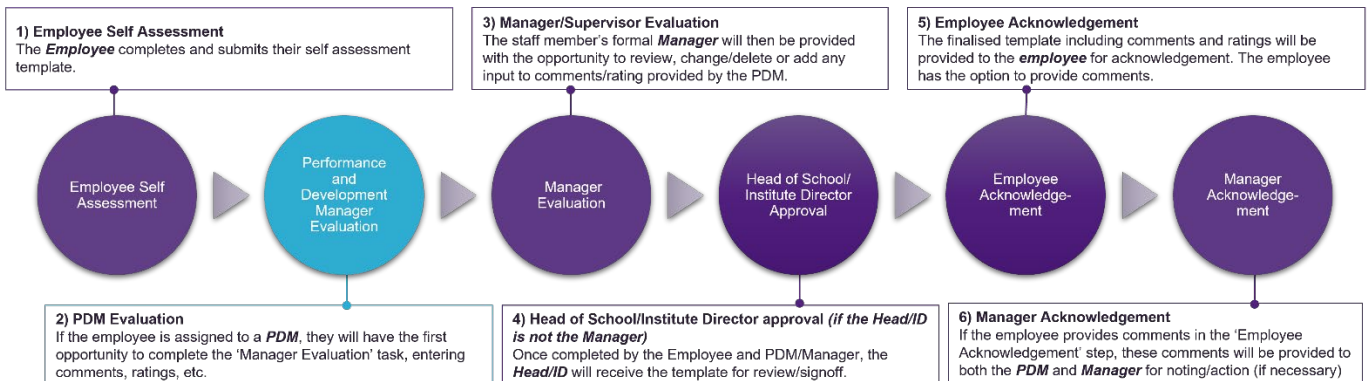
What is a Performance and Development Manager (PDM)?

A Performance and Development Manager (PDM) is a formally assigned role that allows a nominated individual to act as an additional supervisor for staff performance processes, in particular the Annual Performance and Development process.

A PDM will be involved in most performance-related tasks in Workday to ensure staff have a consistent point of contact and support for activities related to their performance and development throughout the year.

What is the APD process if I am a PDM?

Where a PDM relationship is in place, the PDM will act as an additional reviewer between the staff member and formal line manager in the workflow. All other steps will remain as standard.



What are my responsibilities as PDM?

In relation to allocated staff, the Performance and Development Manager will:

- Undertake the Annual Performance and Development (APD) process, including the performance conversation, and ensure the process is completed in the Workday system within the deadlines.
- Support and contribute to other staff development and performance processes to ensure that appropriate goals and developmental plans are identified.
- Provide mentoring support to assist allocated staff in meeting their performance, development and career objectives, including discussions around confirmation and promotion readiness (if required).
- Have access to performance documentation stored in the Worker, Talent and Performance Profile in Workday.

For further detail on responsibilities please see the FAQ: [I am a supervisor/manager, what do I need to do?](#)

For clarity, a PDMs will not:

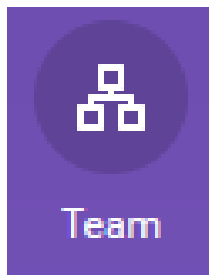
- Undertake administrative workforce management issues for allocated academic staff, including approving leave applications, remuneration changes, etc.
- Manage staff grievances involving the allocated academic staff member.
- Manage diminished or unsatisfactory performance processes of the allocated academic staff member.
- Undertake or have access to staffing events (such as hiring, secondments, job changes, compensation changes, etc).
- Have visibility of sensitive personal information (identification, emergency contacts, pay, etc.).
-

How do I know which staff members I am a PDM for?

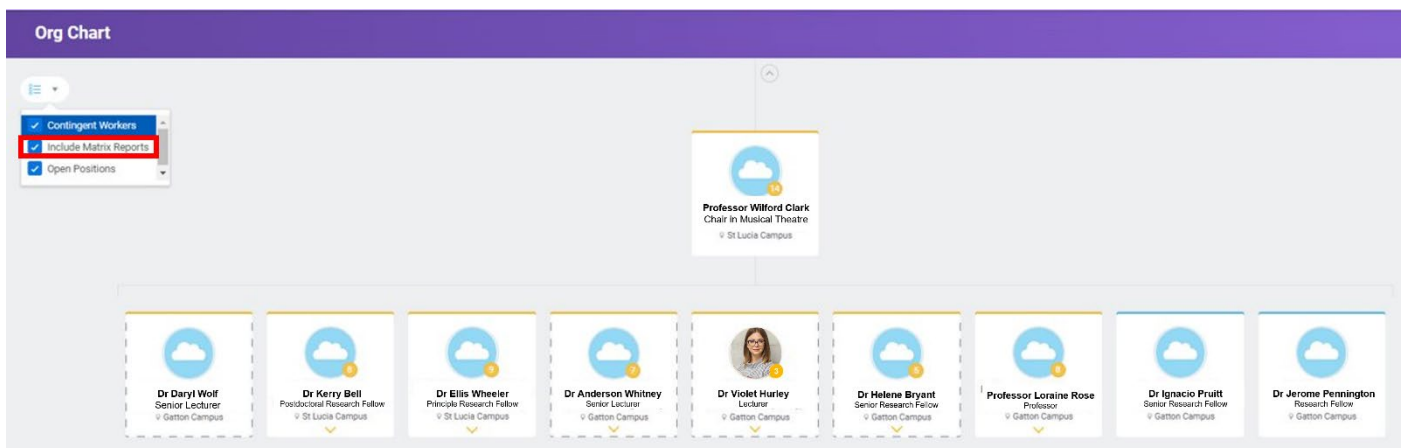
If you are nominated as a PDM you will receive a letter advising of the arrangements.

You can also view this information via Workday:

1. Log into [Workday](#).
2. Click on your profile and *View Profile*.
3. Click the Team Icon (located slightly under your name and position).



4. Ensure *Include Matrix Reports* are included in the drop-down menu:



PDM assignments are indicated by a dotted line surrounding them.

How can I return the submission to a staff member so they can amend it?

For instructions on how to 'send back' an APD, please see this [guide](#).

If you would like the staff member to make amendments to their APD (e.g. provide further information about progress against goals or add to/amend goals for the coming year). . Please note that due system securities, staff members will not be able to see supervisor/manager comments when they are sent back. To overcome this, we recommend that you **speak directly** to the staff member in the first instance

Once you have spoken to the staff member, please ensure you use **'send back'** and do not 'submit'. If you submit the Manager Evaluation, the staff member will be **unable** to edit their APD but will see all manager/supervisor comments and ratings, and they will only be able to make a comment against the completed APD.

I am responsible for leading an APD with a staff member who has recently transferred to my supervision or who was in a different role previously, how do I manage this?

In this case we recommend that the staff member complete their APD as usual encompassing their previous role/work with the previous manager but that they create a PDF before submitting this to you for review. This will enable them to connect with their previous supervisor/manager to conduct an APD conversation including a review and identification of a rating. This can be uploaded as 'Supporting Documentation' in the APD.

Once submitted you can then take the remaining elements forward as relevant. It is worth noting that you will need to connect with the previous supervisor/manager to confirm the rating and add commentary from the previous year into Workday.

How do I find performance information for my team in Workday?

As a Supervisor/Manager you are able to run a number of performance related reports in Workday e.g. viewing who's completed their APD, goals reports. For further information and guidance please see the [Performance Reports](#) quick reference guide.

What do I do if an APD has progressed to me incorrectly?

If you have received an APD to complete a Manager Evaluation and you are not the Supervisor or assigned Performance and Development Manager, follow these steps to resolve:

1. Open the APD via your Workday inbox. In the right-hand corner of the message, select the cog button and 'Reassign'.



This will provide the option to reassign the APD to anyone who is in the relevant management chain. If you do not see the person required in this list, please move to Step 2.

2. Contact your local HR Client Partner to advise the incorrect reporting line and confirm the correct supervisor / Performance and Development manager if known. HR Client Partnering will arrange for the supervisor details to be updated in Workday and once this has been actioned you will be able to reassign to the correct supervisor using the instructions in Step 1. In these circumstances, please do not use "send back" as this creates unnecessary steps.

What is the APD process?

What are the stages of the APD process?

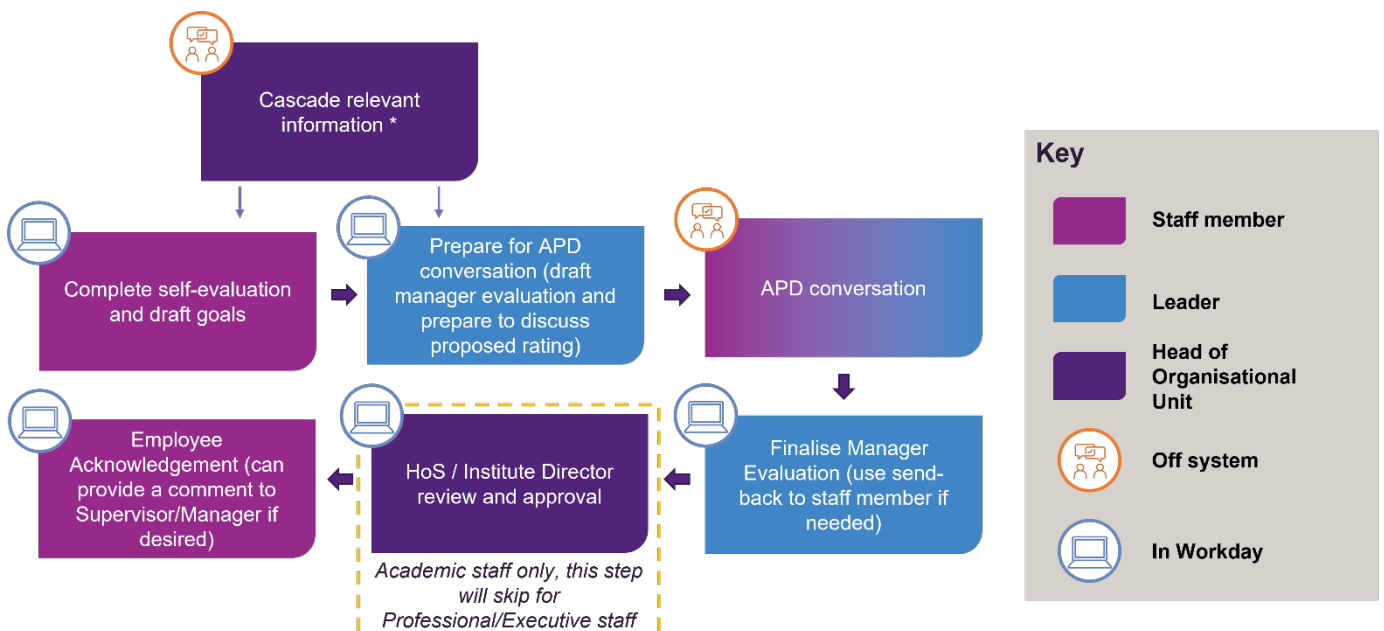
Self-Evaluation Academic Staff: Sept – Oct Professional/Exec Staff: Sept – Dec	APD Conversation Academic Staff: prior to 20 Dec Professional/Exec Staff: prior to 28 Feb	APD in Practice (March – August)
<p>This phase provides an opportunity for staff to:</p> <ul style="list-style-type: none"> • Reflect on your performance throughout the year against your goals. Academic staff also reflect on their performance against the Criteria for Academic Performance; • Document your progress, achievements and challenges in Workday; • Draft your goals and areas of focus for the coming year; and • Prepare for your APD Conversation with your Leader. 	<p>The formal APD Conversation is a critical component of the APD process and takes place once per year.</p> <p>The APD Conversation is an opportunity for a staff member and their Leader to discuss:</p> <ul style="list-style-type: none"> • Performance against goals (and the Criteria for Academic Performance for Academic staff), • Key achievements, • Career aspirations, and • Goals for the future. • A rating for goal categories/academic domains and overall performance is also determined. <p>For Academic staff, Head of School, Executive Deans and Institute Directors will review and approve APDs in Workday following the submission of the Manager’s Evaluation.</p>	<p>APD in Practice is the time during which staff members perform their roles and work toward their agreed goals.</p> <p>During this time, each staff member and their Leader is encouraged to:</p> <ul style="list-style-type: none"> • Meet regularly (at a frequency that suits you both) to discuss how the staff member is performing against their goals, and whether any additional support is needed to achieve them. • Goals can be edited or added to throughout the year. • Leaders and staff are also encouraged to connect for an APD mid-year check-in, which is an informal but detailed conversation about how the staff member is tracking against their goals. This check-in is especially important if you do not meet regularly.

What are the timings and requirements for the formal APD process?

Key timeframes

2 September	<ul style="list-style-type: none"> APD process is opened for all staff in Workday
1 November	<ul style="list-style-type: none"> Self-evaluation is due for Academic Staff
20 December	<ul style="list-style-type: none"> Academic APD conversation completed and Manager evaluation due Self-evaluation is due for Professional/Executive staff
28 February	<ul style="list-style-type: none"> Academic process – Head of School / Institute Director approvals due Professional / Executive conversation and - Manager evaluations due APD process closed

Recommended End-to-End APD Process



* e.g. strategic planning, expectations, ratings guidance

Academic Staff

For Academic staff (Level A-E), below are the key dates and actions required as part of the Annual Performance and Development (APD) process:

<p>APD preparation</p>	<p>Prepare for the APD process by reviewing and updating the enhanced Individual Activity Profile (IAP).</p>
<p>2 September 2024</p> <p>–</p> <p>1 November 2024</p>	<p>To start the APD self-evaluation in Workday staff will receive an inbox message with instructions on how to begin.</p> <ol style="list-style-type: none"> 1. Upload a PDF version of your IAP. Add any other additional documents you wish to include. 2. Review goals Reflect on and provide a self-evaluation of each of the goals set for the domains. Consider what you have achieved in this space, use data to show your results and impact. Include contributions to the team or other organisational outcomes. Reflect on the challenges you overcame and how you learnt from them. 3. Reflect on each relevant domain in the Criteria for Academic Performance: <ul style="list-style-type: none"> ○ Teaching ○ Research ○ Supervision and Researcher Development ○ Citizenship and Service Use the Guidelines on evidencing Academic achievement to support your reflections. 4. Reflect on your career aspirations and your vision for your career plan. 5. Develop goals for the year ahead across the relevant domains. To draft goals, consider the question, ‘What do we need to accomplish this year to ensure it is a success?’ For domain goal inspiration please view the Academic Goal Library. 6. Finalise the APD process information in Workday by ensuring mandatory training is up to date, completion of necessary disclosures and any final comments for reflections. <p>Once submitted this will workflow to your Supervisor for review.</p> <p><i>Please note, at the end of this period any incomplete or partially completed templates will be automatically forwarded onto the next approver/step.</i></p>
<p>By 20 December 2024</p>	<p>As a Supervisor, you will receive a notification when the APD documentation has been submitted by your direct report and is ready for your review and input in Workday.</p> <p>It is recommended Supervisors draft the Manager Evaluation in Workday but do not submit until after the APD conversation to allow further input and discussion with the staff member.</p> <ol style="list-style-type: none"> 1. Supervisor to review self-evaluation and prepare for APD conversation. 2. Staff member and Supervisor engage in an APD conversation to discuss goals and achievements from the year, relevant domains in

	<p>the Criteria for Academic Performance, identification of performance ratings, career aspirations and development, goals for the year ahead and any other discussion points required.</p> <p>In the APD conversation the Supervisor may ask the staff member to amend any of the information in Workday (using the 'send-back' function) before adding their comments.</p> <p>3. Submit commentary, academic domain ratings and overall rating in Workday.</p> <p><i>Please note, at the end of this period any incomplete or partially completed templates will be automatically forwarded onto the next approver/step.</i></p>
<p>By 28 February 2025</p>	<p>Heads of School, Executive Deans and Institute Directors to review and approve performance ratings and goals as required.</p> <p><i>APD process closes on 29 February 2025. Any incomplete or partially completed templates will be automatically closed. Goals can continue to be edited or added to throughout the year.</i></p>
<p>Mid-year</p>	<p>A mid-year developmental check in is encouraged to review progress against goals. This is an informal process and provides opportunity to update and add goals or record progress as needed via Workday. For further information, please view the online course, APD Mid-Year Check-In.</p>

Professional/Executive Staff

For Professional and Executive staff, below are the key dates and actions required as part of the Annual Performance and Development (APD) process:

<p>2 September 2024</p> <p>-</p> <p>20 December 2024</p>	<p>To start the APD self-evaluation in Workday staff will receive an inbox message with instructions on how to begin.</p> <ol style="list-style-type: none"> 1. Upload any documents that are relevant to your performance and development throughout the year (optional) 2. Review goals Reflect on and provide a self-evaluation of each of the goals set for against <i>Delivery</i> and <i>Citizenship and Leadership</i>. Consider what you have achieved in this space, use data to show your results and impact. Include contributions to the team or other organisational outcomes. Reflect on the challenges you overcame and how you learnt from them. An opportunity is provided at the end of each goal domain to reflect on achievements or challenges more broadly than the goals that were set. 3. Reflect on your career aspirations and your vision for your career plan. 4. Reflect on the current year's <i>Development</i> goals and plan for development for the following year by setting additional <i>Development</i> goals. 5. Develop goals for the year ahead across <i>Delivery</i> and <i>Citizenship and Leadership</i>. To draft goals, consider the question, 'What do we need to accomplish this year to ensure it is a success?' For domain goal inspiration please view the Professional Goal Library. 6. Finalise the APD process information in Workday by ensuring mandatory training is up to date, completion of necessary disclosures and any final comments for reflections. <p>Once submitted this will workflow to your Manager for review.</p> <p><i>Please note, at the end of this period any incomplete or partially completed templates will be automatically forwarded onto the next approver/step.</i></p>
<p>By 28 February 2025</p>	<p>As a Manager, you will receive a notification when the APD documentation has been submitted by your direct report and is ready for your review and input in Workday.</p> <p>It is recommended Supervisors draft the Manager Evaluation in Workday but do not submit until after the APD conversation to allow further input and discussion with the staff member.</p> <ol style="list-style-type: none"> 1. Manager to review self-evaluation and prepare for APD conversation. 2. Staff member and Manager engage in an APD conversation to discuss goals and achievements from the year, identification of performance ratings, career aspirations and development, goals for the year ahead and any other discussion points required. <p>In the APD conversation the Manager may ask the staff member to amend any of the information in Workday (using the 'send-back' function) before finalising their comments.</p> <ol style="list-style-type: none"> 3. Finalise documentation in Workday. Submit commentary, goal domain ratings and overall rating in Workday. <p><i>APD process closes on 29 February 2025. Any incomplete or partially completed templates will be automatically closed. Goals can continue to be edited or added to throughout the year.</i></p>

Mid-year	A mid-year developmental check in is encouraged to review progress against goals. This is an informal process and provides opportunity to update and add goals or record progress as needed via Workday. For further information, please view the online course, APD Mid-Year Check-In .
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What are the goal categories for each cohort?

For each cohort of staff there are different goal categories:

Professional / Executive goal categories

Delivery	<p>Goals that relate to the core expectations of your role and those that contribute to broader strategy. These may also include stretch goals to aid development</p> <p>Consider role focused goals that contributes to projects, team initiatives, teaching, researching and stretch goals which may including cross skill development.</p>
Citizenship and Leadership	<p>Goals that highlight contributions to culture, collaboration, and leadership at UQ</p> <p>Consider goals describing the actions and experiences taken to role model and live the UQ values and contribute to creating a positive culture. If you are a manager/supervisor, this would include how you model the UQ leadership framework.</p>
Development*	<p>Goals that contribute to your professional and career development.</p> <p>Consider goals focused on your career aspirations, skills or knowledge development. This may be building new skills, efficiencies or contributing to project or research within your current role that will help you grow, reskill, cross skill or reach a new career milestone that includes promotion.</p>

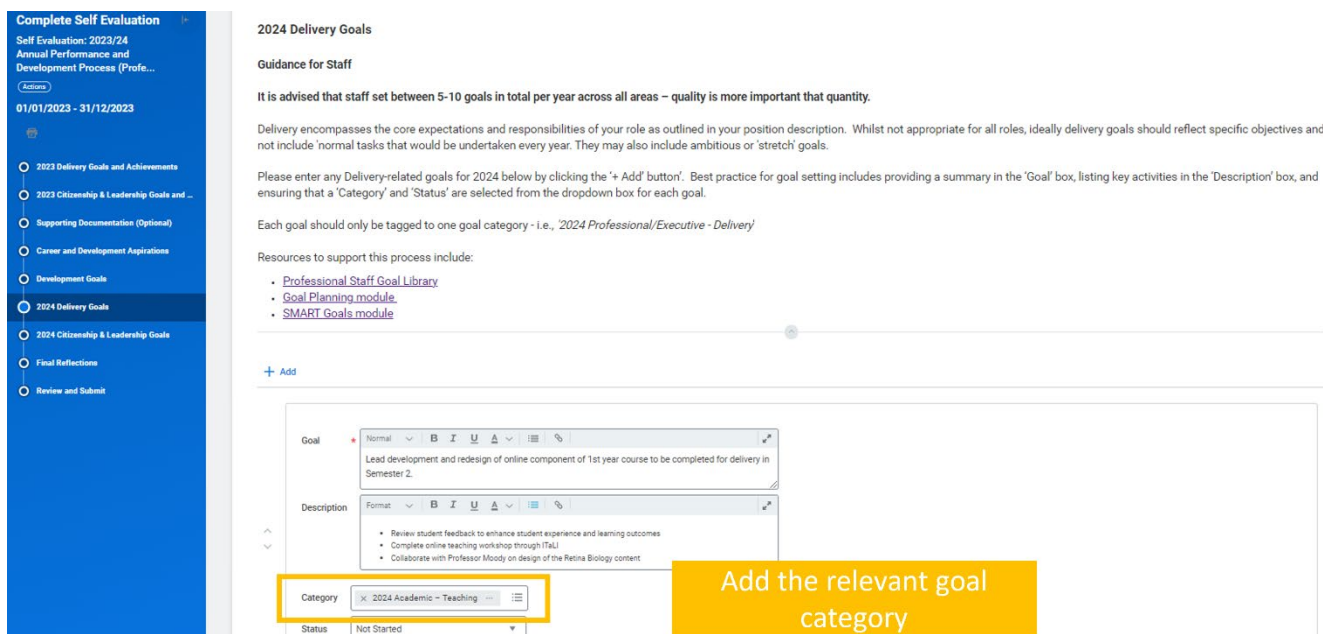
* There is a category specifically for 'Development' goals for Professional and Executive staff which will not be subject to a rating as part of the APD process (see FAQ - [Why is there a specific Development goals section for Professional/Executive staff?](#)).

Academic goal categories

The Academic goal categories align with the [Criteria for Academic Performance](#):

Teaching
Research
Supervision and Researcher Development
Citizenship and Service

Please ensure to categorise your goals against the relevant goal category (example on next page) as these will flow into the appropriate goals section during your APD in the following year.



Complete Self Evaluation
Self Evaluation: 2023/24
Annual Performance and Development Process (Profe...
Actions
01/01/2023 - 31/12/2023

- 2023 Delivery Goals and Achievements
- 2023 Citizenship & Leadership Goals and ...
- Supporting Documentation (Optional)
- Career and Development Aspirations
- Development Goals
- 2024 Delivery Goals**
- 2024 Citizenship & Leadership Goals
- Final Reflections
- Review and Submit

2024 Delivery Goals

Guidance for Staff

It is advised that staff set between 5-10 goals in total per year across all areas – quality is more important than quantity.

Delivery encompasses the core expectations and responsibilities of your role as outlined in your position description. Whilst not appropriate for all roles, ideally delivery goals should reflect specific objectives and not include normal tasks that would be undertaken every year. They may also include ambitious or 'stretch' goals.

Please enter any Delivery-related goals for 2024 below by clicking the '+ Add' button. Best practice for goal setting includes providing a summary in the 'Goal' box, listing key activities in the 'Description' box, and ensuring that a 'Category' and 'Status' are selected from the dropdown box for each goal.

Each goal should only be tagged to one goal category - i.e., '2024 Professional/Executive - Delivery'

Resources to support this process include:

- Professional Staff Goal Library
- Goal Planning module
- SMART Goals module

+ Add

Goal: Normal | B | I | U | A | ...
Lead development and redesign of online component of 1st year course to be completed for delivery in Semester 2.

Description: Format | B | I | U | A | ...

- Review student feedback to enhance student experience and learning outcomes
- Complete online teaching workshop through (TeU)
- Collaborate with Professor Moody on design of the Retina Biology content.

Category: X 2024 Academic - Teaching

Status: Not Started

Add the relevant goal category

Why is there a specific Development goals section (for Professional/Executive staff)?

Each staff member's development needs will be different. Through ongoing development conversations with your manager, ideally you will identify short and long-term development needs as well as professional or career aspirations and be supported to set specific development goals to address these focus areas.

Academic staff are encouraged to set their development goals against the relevant academic domain.

What is the four-point rating scale?

Professional and Executive Staff

Rating level	Rating definition for Executive and Professional cohorts
4 - Exceeds expectations	Performance consistently exceeds expectations and goals are met. Ambitious, or 'stretch', goals are also achieved Consistently delivers high quality outcomes at/before timeframes and well above the standards expected of their role and cohort Consistently exhibits exemplary standards of UQ values, citizenship behaviours and leadership (where relevant)
3 - Performing Well	Performance satisfactorily meets most expectations and goals, or may exceed in one or two areas Delivers outcomes within timeframes required, consistent with their current role and cohort Consistently demonstrates expected UQ values, citizenship behaviours and leadership (where relevant)
2 - Some Gaps	Performance does not meet all expectations and goals, may have met some but not all delivery goals Does not consistently meet required work quality, timeframes and output expected of their current role and cohort Occasionally demonstrates behaviour below expected UQ values, citizenship behaviours and leadership (where relevant)
1 - Unsatisfactory	Performance does not meet most or all expectations or requirements Does not demonstrate skills, knowledge and/or capabilities required for their role and does not produce work to expected standards

	Does not sufficiently demonstrate UQ values, citizenship behaviours and leadership (where relevant)
NA - Not Applicable	Not applicable will only be used in circumstances where the employee has been performing the duties of the role for less than six months in the calendar year. For example, if they have recently commenced or have been on extended leave.

Academic Staff

Guidance on the ratings framework for academic staff can be found in the [Academic Annual Performance and Development procedure](#).

What is the process if a supervisor/manager and employee do not agree on the performance rating given?

Whenever possible, it is highly recommended that the discussion over the proposed rating occurs as part of the performance conversation between the staff member and supervisor/manager. Discussing the rating at this point will allow the viewpoints over the rating to be discussed and explained, avoiding the situation where a staff member discovers what rating they receive in Workday without warning.

When there is a disagreement over the rating provided, it is highly recommended that the staff member discusses this with their manager, noting their concerns or other relevant information. If necessary, the process for escalating the concern is outlined in the [Professional/Executive](#) and [Academic](#) APD procedures.

How do the Probation and APD processes align?

Fixed-term staff member employed for less than 12 months:

Whilst a full review using the APD process is not required, all new staff should set goals in Workday as part of their probationary review process and to guide activity throughout the contract.

Continuing staff (excluding Continuing Academics) or fixed-term staff employed for more than 12 months:

You will set goals in Workday upon commencement, as part of your probationary period noting that these goals may extend beyond of the probationary period into the annual cycle. With your manager/supervisor you will assess achievement of these goals relative to the expectations for the probationary period. Where relevant, you can [add or edit goals](#) upon the conclusion of probation as you move into the business-as-usual APD cycle.

Continuing Academic staff (three-year probationary period):

Academic staff on probation are still required to set goals upon commencement and complete the [Annual Performance and Development \(APD\) process](#) in line with the relevant timelines and procedures. While your goals and APD documentation will not form part of your Mid-Term or Final Review submission, the APD provides an opportunity for you and your supervisor to discuss expectations, set goals and for you to receive valuable feedback on your performance in support of these processes.

The academic probation processes are underpinned by the [Confirmation and Promotions \(Academic Staff\) Policy](#) and the [Probation and Confirmation of Continuing Appointment \(Academic Staff\) procedure](#). Approximately 2 - 3 months prior to the documentation submission date for your Mid-Term or Final Review you will be contacted via email with the required actions and due dates for your submission. The [Probation webpage](#) provides additional information and resources about the confirmation process.

What is the new four-point rating scale?

Guidance on the ratings framework for academic staff can be found in the [Academic Annual Performance and Development procedure](#).

What is the process if a supervisor/manager and employee do not agree on the performance rating given?

Whenever possible, it is highly recommended that the discussion over the proposed rating occurs as part of the performance conversation between the staff member and supervisor/manager. Discussing the rating at this point will allow the viewpoints over the rating to be discussed and explained, avoiding the situation where a staff member discovers what rating they receive in Workday without warning.

When there is a disagreement over the rating provided, it is highly recommended that the staff member discusses this with their manager, noting their concerns or other relevant information. If necessary, the process for escalating the concern is outlined in the [Professional/Executive](#) and [Academic](#) APD procedures.

I am an Academic staff member, what do I need to know?

FAQ: [How do the Probation and APD processes align?](#)

What is the new four-point rating scale?

Guidance on the ratings framework for academic staff can be found in the [Academic Annual Performance and Development procedure](#).

How do Academic promotions align with APD?

For Academic staff applying for promotion in 2024, the promotion process will use the current [Criteria for Academic Performance \(PPL 5.70.17\)](#).

A requirement to apply for promotion (under section 2.1 of the [Promotion of Academic Staff procedure](#) (PPL 5.41.04)) includes the completion of your most recent Annual Performance and Development (APD) process. If you are considering applying for promotion your APD should include conversations around promotion readiness conversations

It is important to note that your APD documentation will not form part of your promotion application that is provided to the Committee. Further information and guidance are available via the [Academic Promotion website](#).

What is the Individual Activity Profile (IAP)?

Individual Activity Profiles (IAPs) are visual representations of the key indicators of an individual's academic activity, across teaching, research and service/engagement. These representations provide academics and their supervisors with performance data that enables them to assess their contributions and performance and to plan and structure future activity in accordance with the goals and directions of the organisational unit and the University.

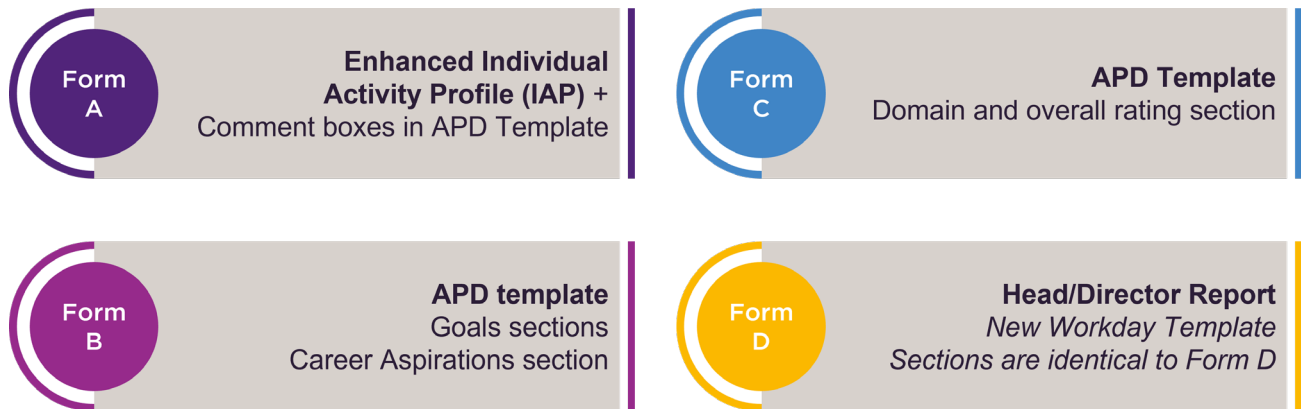
It is recommended that Academic Staff review their [Individual Activity Profile](#) ahead of the APD process to ensure that information is correct and complete.

For queries relating to incomplete or inaccurate data on your IAP, please contact the following referral points:

- Employment data query: please contact [AskHR](#).
- SECaT data or course coordination query: evaluations@uq.edu.au
- Teaching Recognition data query: teaching.awards@uq.edu.au
- HDR data query: graduateschool@enquire.uq.edu.au
- Scholarly Works or Citation data query: eSpace@library.uq.edu.au
- Grants data query: ActivityProfileGrants@uq.edu.au
- Network data query: ActivityProfileNetworks@uq.edu.au

How have the previous appraisal forms transitioned into the APD process?

From October 2022 and the launch of APD, previous Appraisal forms will no longer be used. The alignment between the new and old forms is outlined below.



How was APD developed?

What has changed from the old Appraisal process to the refreshed Annual Performance and Development (APD) process?

In 2021, UQ launched Workday as the core HR system. This enabled automated business processes and approvals. This technological transformation enabled UQ to move to a modern performance process that balances appraisal of past performance with a focus on development objectives. The high-level changes for each cohort are outlined as follows:

Academic	Professional	Executive
<ul style="list-style-type: none"> • Revised Criteria for Academic Performance • Increased focus on Performance Development – more goal orientated, less retrospective • Refreshed approach to the presentation of Academic Portfolio via Individual Activity Profile • Four-point rating scale – ability to recognise performance above “satisfactory” • Significantly different timeframe – launch in October and due by December 	<ul style="list-style-type: none"> • Performance review template within Workday is significantly streamlined • Distinct goal categories introduced: ‘Delivery’ and ‘Citizenship & Leadership’ • New four-point rating scale • Modified approach to ratings with a rating awarded per ‘Goal Category’ and an ‘Overall’ • Goal setting for the following year can be completed separately from the annual review, if necessary 	<ul style="list-style-type: none"> • Performance review template is introduced • Distinct goal categories: ‘Delivery’ and ‘Citizenship & Leadership’ • New four-point rating scale • Modified approach to ratings with a rating awarded per ‘Goal category’ and an ‘Overall’ • Goal setting for the following year can be completed separately from the annual review, if necessary



Contact details

AskHR

For general APD queries please contact [AskHR](#).

HR Client Partnering

For local leadership advice and support, or have detailed questions regarding APD, please contact [HR Client Partnering](#).

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