

EDUCATION, SCIENCE AND TRAINING

SENATE LEGISLATION COMMITTEE - QUESTIONS ON NOTICE 2003-2004 ADDITIONAL ESTIMATES HEARING

Outcome: ALL
Output Group: ALL

DEST Question No. E998_04

Senator Carr provided in writing:

Question 1:

For each agency within the Department, please provide full details of each of the performance assessment mechanisms linked to the pay outcomes or other financial reward of individual employees including:

- a. What are the current processes/es of performance assessment within the portfolio agency? If more than one, please provide details of each and the employee category it applies to.
- b. For each of the performance assessment process/es identified in (a), please list the range of outcome results an employee can achieve from each of the performance assessment processes identified in (a).
- c. For each of the performance assessment process/es identified in (a), what pay or other financial change is linked to each outcome or the result for the employee from the performance assessment (ie the pay increase or one off bonus or classification or level change).
- d. For each of the performance assessments identified in (a) what is the classification level of employees subject to this performance assessment (eg SES, EL1, EL2, or APS and equivalent).
- e. What is the principal industrial agreement or other instrument governing each of the performance assessment mechanisms (eg the Certified Agreement or AWA).
- f. Does the performance assessment operate over a common cycle? Please provide the commencement and end dates of the most recent full cycles of each of the assessment process/es.

Question 2

For each performance assessment described in (1), advise the number of male and the number of female employees at each possible outcome, by classification level for the most recent full cycle (if the performance mechanism does not operate over a common cycle, aggregate outcomes using the 2002-03 financial year).

Answer:

Department of Education, Science and Training (DEST)

1(a) Current performance assessment mechanisms in DEST are:

- (i) *the Performance Management System (PMS) under the DEST Certified Agreement:* Applies to staff below the SES. The performance management cycle operates on a financial year basis. The features of the PMS include development of individual performance and development plans (which are linked to the business planning processes and outline individual work goals and expectations, including demonstration of DEST values and behaviours), a framework for performance feedback, a 5 point rating scale and a consistency assurance process. A single performance rating is determined having regard to achievement of outcomes. For EL2s and equivalents covered by an Australian

Workplace Agreement (AWA), individual performance is rated separately against two assessment criteria - business outcomes and leadership behaviours.

- (ii) *the SES Performance Management Policy (PMP)*: Applies to SES staff. The performance management cycle operates on a financial year basis. The features of the PMP include development of individual performance agreements, a framework for performance feedback, a 5 point rating scale against two assessment criteria (business outcomes and leadership behaviours) and a moderation process for individual performance ratings.

- 1(b) The outcomes that can result from the performance assessment mechanisms in DEST are performance ratings which are described as follows:

The Performance Management System (PMS) under the DEST Certified Agreement and non-SES AWAs

Rating	Description
Excellent	This level of performance indicates that the employee has achieved excellent results by substantially exceeding overall work responsibilities and expectations in the Performance and Development Plan.
Very Good	This level of performance indicates that the employee has achieved above expected results by exceeding overall work responsibilities and expectations identified in the Performance and Development Plan.
Fully Effective	This level of performance indicates that the employee has consistently achieved results commensurate with overall work responsibilities and expectations identified in the Performance and Development Plan.
Support Required	This level of performance indicates that the employee has achieved satisfactory results, or made progress towards meeting overall work responsibilities identified in the Performance and Development Plan, but still requires some support, development or improvement to achieve a Fully Effective level of performance.
Not Acceptable	This level of performance indicates that the employee has not achieved acceptable results and has failed to meet any or several of the work responsibilities identified in the Performance and Development Plan.

The SES Performance Management Policy (PMP)

Rating	Description
5	Exceeds expectations – excellent
4	Exceeds expectations – very good
3	Fully meets all expectations
2	Meets expectations to a satisfactory level
1	Does not meet expectations

- 1(c) Pay and other financial changes linked to the outcomes at 1(b) are as follows:

- (i) *the Performance Management System (PMS) under the DEST Certified Agreement.*

All employees, except Legal 1s and Legal 2s, and EL2s and Graduates on AWAs, are eligible for advancement by one point in the salary range for their classification (subject to a performance rating of “support required” or above). Such salary advancement continues each year until the employee reaches the top pay point in the relevant salary range, after which no further salary advancement can occur (except for across the board pay increases) without merit based promotion to a higher classification.

In addition, unless otherwise provided for in an AWA, all employees under the Certified Agreement access the following pay increases in recognition of their commitment to achieving DEST's Corporate goals, including full participation in the performance management system.

- 5% from 19 December 2002
- 2.5% from 11 September 2003
- 4.5% from 9 September 2004

Legal 1 and Legal 2 employees under the Certified Agreement, and Graduate employees under an AWA, access the following accelerated advancement arrangements within the salary range of their classification or broadband classification (note the Graduate broadband is from APS 2 to APS 5):

Performance Rating	Rate of Advancement
Excellent	Advancement by three pay points
Very Good	Advancement by two pay points
Fully Effective	Advancement by one pay point
Support required	No advancement
Not acceptable	No advancement

EL2 and Legal 2 employees who are covered by an Australian Workplace Agreement (AWA) access salary advancement as follows:

Performance Rating	Individual Performance	
	Leadership Behaviours	Business Outcomes
Excellent	2%	2%
Very Good	1.25%	1.25%
Fully Effective	0.5%	0.5%
Support required	nil	nil
Not acceptable	nil	nil

Note : An increase of 2% per annum is also payable contingent on satisfactory organisational performance.

- (ii) *the SES Performance Management Policy (PMP)*. SES employees can access annual lump sum performance bonus payments and salary advancement as follows:

SES Performance Bonus

		Leadership Behaviours				
		1	2	3	4	5
Business Outcomes	1	nil	nil	2 ½%	5%	7 ½%
	2	nil	nil	2 ½%	5%	7 ½%
	3	2 ½%	2 ½%	5%	7 ½%	10%
	4	5%	5%	7 ½%	10%	12 ½%
	5	7 ½%	7 ½%	10%	12 ½%	15%

SES Salary Increase

		Leadership Behaviours				
		1	2	3	4	5
Business Outcomes	1	nil	nil	0.5%	1.25%	2%
	2	nil	nil	0.5%	1.25%	2%
	3	0.5%	0.5%	1%	1.75%	2.5%
	4	1.25%	1.25%	1.75%	2.5%	3.25%
	5	2%	2%	2.5%	3.25%	4%

Note : An increase of 2% per annum is also payable contingent on satisfactory organisational performance

1(d) Refer to response 1(a).

1(e) Refer to response 1(a).

1(f) The performance assessment cycle for all DEST employees is 1 July to 30 June, with the most recent full cycle being for the period 1 July 2002 to 30 June 2003.

Question 2

For each performance assessment described in (1), advise the number of male and the number of female employees at each possible outcome, by classification level for the most recent full cycle (if the performance mechanism does not operate over a common cycle, aggregate outcomes using the 2002-03 financial year).

Answer:

Table 1 - APS 1 to EL 1 Performance Ratings

Rating	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6	EL 1
Excellent	0	0	3	1	7	11	21
Very Good	10	5	16	30	52	86	147
Fully Effective	6	13	30	65	106	135	130
Support Required	1	1	3	1	6	5	2
Not Acceptable	0	0	0	0	1	0	0

- includes equivalent classifications of Graduate, Legal 1
- information on gender split is not collected centrally
- above figures do not represent 100% of staff at these levels

Table 2 - EL2 Performance Ratings

	Excellent	Very Good	Fully Effective	Support Required	Not Acceptable
Male	6	41	34	1	0
Female	14	39	22	1	0

- includes equivalent classification of Legal 2
- above figures do not represent 100% of staff at this level

Table 3 SES Performance Ratings

		Leadership Behaviours									
		1		2		3		4		5	
Business Outcomes		M	F	M	F	M	F	M	F	M	F
	1	0	0	0	0	0	0	0	0	0	0
	2	0	0	0	0	0	0	0	0	0	0
	3	0	0	0	1	4	6	0	1	0	0
	4	0	0	0	0	3	2	8	5	0	2
	5	0	0	0	0	1	0	4	4	2	0

Questacon

1(a) Current performance assessment mechanisms in Questacon are:

- (iii) the *Performance Management and Feedback System (PMFS)* under the Questacon Certified Agreement: Applies to all staff below the SES. The performance management cycle operates on a financial year basis. The features of the Questacon PMFS include planning at a Centre, team and individual level, providing regular and on-going performance feedback, recognition of individual and team achievement, providing appropriate and relevant development opportunities for all staff and briefing staff regularly on the Centre's business. During this cyclic process staff are assessed as effective or not effective. For the EL2's covered by an Australian Workplace Agreement (AWA), individual performance is rated separately against two assessment criteria – business outcomes and leadership behaviors.
- (ii) the *SES Performance Management Policy (PMP)*: Applies to SES staff. The performance management cycle operates on a financial year basis. The features of the PMP include development of individual performance agreements, a framework for performance feedback, a 5 point rating scale against two assessment criteria (business outcomes and leadership behaviours) and a moderation process for individual performance ratings.

1(b) The outcomes that can result from the performance assessment mechanisms in Questacon are performance ratings, which are described as follows:

The Performance Management Feedback System under the Questacon Certified Agreement

Rating	Description
Effective	This level of performance indicates that the employee has consistently achieved results commensurate with overall work responsibilities and expectations identified in the Individual Plan.
Not Effective	This level of performance indicates that the employee has not achieved acceptable results and has failed to meet any or several of the work responsibilities identified in the Individual Plan.

The SES Performance Management Policy (PMP)

Rating	Description
5	Exceeds expectations – excellent
4	Exceeds expectations – very good
3	Fully meets all expectations
2	Meets expectations to a satisfactory level
1	Does not meet expectations

1(c) Pay and other financial changes linked to the outcomes at 1(b) are as follows:

(iii) *the Performance Management Feedback System under the Questacon Certified Agreement.*

All employees are eligible for advancement by one point in the salary range for their classification (subject to a performance rating being effective). Such salary advancement continues each year until the employee reaches the top pay point in the relevant salary range, after which no further advancement can occur (except for across the board pay increases) without merit based promotion to a higher classification.

In addition, unless otherwise provided for in an AWA, all employees under the Certified Agreement access the following pay increases in recognition of their commitment to achieving Questacon's business goals, including full participation in the performance management feedback system.

- 4% from 23 October 2003
- 3.5% from 1 July 2004
- 3.5% from 1 July 2005

EL2 employees who are covered by an Australian Workplace Agreement (AWA) also access salary advancement as follows:

Performance Rating	Individual Performance	
	Leadership Behaviours	Business Outcomes
Excellent	2%	2%
Very Good	1.25%	1.25%
Fully Effective	0.5%	0.5%
Support required	nil	nil
Not acceptable	nil	nil

Note : An increase of 2% per annum is also payable contingent on satisfactory organisational performance

- (iv) *the SES Performance Management Policy (PMP)*. SES employees can access annual lump sum performance bonus payments and salary advancement as follows:

SES Performance Bonus

		Leadership Behaviours				
		1	2	3	4	5
Business Outcomes	1	nil	nil	2 ½%	5%	7 ½%
	2	nil	nil	2 ½%	5%	7 ½%
	3	2 ½%	2 ½%	5%	7 ½%	10%
	4	5%	5%	7 ½%	10%	12 ½%
	5	7 ½%	7 ½%	10%	12 ½%	15%

SES Salary Increase

		Leadership Behaviours				
		1	2	3	4	5
Business Outcomes	1	nil	nil	0.5%	1.25%	2%
	2	nil	nil	0.5%	1.25%	2%
	3	0.5%	0.5%	1%	1.75%	2.5%
	4	1.25%	1.25%	1.75%	2.5%	3.25%
	5	2%	2%	2.5%	3.25%	4%

Note : An increase of 2% per annum is also payable contingent on satisfactory organisational performance

1(d) Refer to question 1(a).

1(e) Refer to question 1(a).

- 1(f) The performance assessment cycle for all Questacon employees is 1 July to 30 June, with the most recent full cycle being for the period 1 July 2002 to 30 June 2003.

Question 2

For each performance assessment described in (1), advise the number of male and the number of female employees at each possible outcome, by classification level for the most recent full cycle (if the performance mechanism does not operate over a common cycle, aggregate outcomes using the 2002-03 financial year).

Answer:

Table 1 - APS 1 to EL 1 Performance Ratings

Rating	APS 1		APS 2		APS 3		APS 4		APS 5		APS 6		EL 1	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Fully Effective	17	27	11	26	13	14	14	13	5	4	10	11	6	7
Not Effective	0	0	0	0	0	0	0	0	0	0	0	0	0	0

- above figures do not represent 100% of staff at these levels

Table 2 - EL2 Performance Ratings

	Fully Effective	Not Effective
Male	4	0
Female	2	0

- above figures do not represent 100% of staff at these levels
- SES performance ratings do not apply for the 2002/03 cycle as Questacon did not move into the DEST portfolio until 1 July 2003.

CSIRO

CSIRO has provided the following response.

Performance Assessment Measures

- 1a. CSIRO has an Annual Performance Appraisal (APA) system that applies to all staff.
- 1b. CSIRO has dispensed with performance ranking. Instead, the primary focus of the APA is effective communication of objectives and timely and clear performance feedback. The evaluation is concerned with whether or not the objectives for the year were achieved. If expectations are exceeded, the staff member may be considered for additional rewards (see answer to 'c' below).
- 1c. Reward options available within CSIRO include incremental advancement, multiple incremental advancement, one-off cash bonuses, access to premium pay steps (for those at a maximum pay point) and promotion.

Incremental advancement is subject to satisfactory completion of objectives, and is directly linked to the APA. Other rewards flow indirectly from the APA. They require the preparation of a reasoned reward case, initiated within the evaluation stage of the APA, which is assessed by a Reward Review Committee to ensure consistency of performance and assessment standards within each Division. The APA is a source of

evidence of achievement taken into account by Reward Review Committees when evaluating cases against the relevant reward criteria.

- 1d. All levels participate in the performance assessment process.
- 1e. Certified Agreement and Clause 11 contracts (equivalent to AWA).
- 1f. Most Divisions and Business units operate the performance assessment process over a 1 April to 31 March cycle. Some Divisions use a financial year cycle.
2. Since no ranking system is used, it is not possible to provide this information. Nor is data captured on the number of cases initiated from the APA. Data is available on the composition of staff actually receiving each reward option. In respect of the 2002/03 cycle, this distribution is tabulated in Attachment A..

ANSTO

1.
 - a. *What are the current process/es of performance assessment within the portfolio agency? If more than one, please provide details of each, and the employee category it applies to.*

Performance assessment process	Employee categories
1. Objective Setting and Review Process This formal process is agreed in the Enterprise Agreement and documented in the ANSTO quality system. Assessment is against the overall expectations of a role plus achievement of agreed objectives and learning plan	All employees employed under the terms of the ANSTO Award and Enterprise Agreement
2. Achievement of KPIs Individually tailored processes relying on key performance indicators (KPIs) described in individual contracts	Approx. 2% of employees, all employed on individual contracts where an incentive system has been identified by management as an appropriate remuneration strategy

- b. *For each of the performance assessment process/es identified in (a), please list the range of outcome results an employee can achieve from each of the performance assessment processes identified in (a);*

Performance assessment process	Range of Outcomes
1. Objective Setting and Review Process	▪ No change ▪ Award of one or more performance level steps ▪ Reclassification to a higher band ▪ Provision for downward reclassification
2. Achievement of KPIs	▪ Bonus payment* * As the Enterprise Agreement does not apply to individual contracts, many of these contracts have no provision for pay increases other than through a bonus system.

- c. *For each of the performance assessment process/es identified in (a), what pay or other financial change is linked to each outcome or result for the employee from the performance assessment [i.e., the pay increase or one-off bonus or classification or level change];*

As above

- d. *For each of the performance assessments identified in (a), what is the classification level of employees subject to this performance assessment (e.g. SES, EL1, EL2 or APS and equivalent);*

Performance assessment process	ANSTO Employee categories	APS Equivalent (approximate)
1. Objective Setting and Review Process	Bands 1 – 5 Bands 6 - 7 Bands 8 - 10	APS Levels 1 – 6 EL 1 - 3 SES
2. Achievement of KPIs	Bands 4 - SES	APS Levels 5 – 6 EL 1 - 3 SES

- e. *What is the principal industrial or other instrument governing each of the performance assessment mechanism/s (eg, the certified agreement or AWA);*

The ANSTO Enterprise Agreement 2002

- f. *Does the performance assessment operate over a common cycle? Please provide the commencement and end dates of the most recent full cycle of each of the assessment process/es.*

Performance assessment process	Cycle
1. Objective Setting and Review Process	Operates from 1 July to 30 June
2. Achievement of KPIs	Depend on terms of the contract. Most offer a bonus at 6 and 12 months from date of signing the contract. Some are at 12 months only.

2.

Performance assessment process		Males 2002/03	Female 2002/03	Aggregate outcomes in 2002/03
1. Objective Setting and Review Process	▪ No change ▪ Award of one or more performance level steps ▪ Reclassification to a higher band ▪ Provision for downward reclassification	124 378 42 Nil	32 126 5 Nil	Approx. 2.5% of salaries
2. Achievement of KPI's	▪ No Bonus payment ▪ Bonus payment	1 Nil	1 Nil	Nil

Note 1: see Attachment B for breakup of numbers by classification.

Note 2: numbers do not match staff numbers at June 30th 2003 because of various factors such as staff leaving the organisation at that time, secondments, no assessment papers received and appeals.

ANTA

1 (a) Employee performance is measured/assessed using Individual Activity Plan's (IAP) which are aligned to team and ANTA strategic and operational plans. This process uses mutually agreed key performance criteria to establish standard (s). From these standards, activities and outcomes are measures.

At the General Manager level the annual base salary can be varied by agreement of the CEO. Salary increases are at the discretion of the CEO, and are based on the achievement of key performance indicators.

Furthermore, at the Chief Executive Officer (CEO) level a formal annual performance appraisal as outlined and administered by the Remuneration Tribunal is followed.

1 (b) Employees that are covered under the performance management system, as per the ANTA CA, can either rate satisfactory level of performance or unsatisfactory level of performance. Where an unsatisfactory result is identified, employees are managed under the Improving Individual Performance Policy.

The same rating scale is used at the CEO and the General Managers level within ANTA

1 (c) Employees who achieve a satisfactory result on the assessment of their IAP will progress one salary increment (within their current band level) as per the ANTA Certified Agreement 2003 – 2005. The range between increments is currently 4%. No performance bonus scheme is in place, below the level of General Manager's.

At the General Manager level a performance bonus is payable at the discretion of the CEO. Factors that will be taken into account in determining a performance bonus will include whether the incumbent (s) have exceeded performance expectations in the majority of key

performance indicators where key performance indicators have been agreed or determined by the CEO. The current annual discretionary performance bonus is a range of 0 to 10 percent of the gross base salary.

At the CEO level, an annual discretionary bonus arrangement is in place. Factors that will be taken into account in determining a performance bonus will include whether the incumbent have exceeded performance expectations in the majority of key performance indicators where key performance indicators have been agreed with the CEO or determined by the ANTA Board. The current annual discretionary performance bonus is a range of 0 to 15 percent of the total remuneration package.

1 (d) All employees of ANTA are actively involved in the performance assessment process. This includes Project Officer 1, 2, 3, Senior Project Officer, Principal Project Officer, Senior Executive level B and A.

1 (e) ANTA employees are employed under the following agreements:

One CEO under a contractual agreement ratified by the Remuneration Tribunal.

Three General Managers are under Australian Workplace Agreements (AWA).

All remaining employees of ANTA are under the ANTA Certified Agreement 2003 – 2005 (CA).

1 (f) The performance assessment process is a continuous cycle with discussions held every four months (March, July, November) between employees and supervisors (as per the CA).

At the General Manager level performance reviews are held annually on the anniversary commencement date. (Note: The GM level is new within ANTA, and as such this process has not been completed).

At the CEO level performance reviews are held annually on the anniversary commencement date. (Note: The current CEO has not yet completed 12 months of employment with ANTA).

Question 2.

	SESB	PPO	SPO	PO3	PO2	PO1
Male	1	1	6	0	1	0
Female	4	4	14	3	5	1

Note:

Once employees reach the top pay point in the salary range for their classification, no further salary advancement occurs unless the employee is promoted to the next level.

APS equivalent classifications are not available as ANTA staff are not employed under the Public Service Act. The relevant salary ranges are:

SESB	\$90,808 to 110,369
PPO	\$74,168 – \$85,854
SPO	\$54,235 - \$69,212
PO3	\$44,555 - \$51,575
PO2	\$34,882 - \$42,395
PO1	\$27,333 - \$33,221

ARC

1a

All SES staff within the ARC are covered by AWAs. All staff below the SES level have access to AWAs. Therefore staff at the ARC Levels and Executive Levels are covered by either the Certified Agreement or an AWA.

The processes for performance assessment that apply to ARC staff whose conditions are covered by an AWA or the ARC are the same, except that staff who are covered by an AWA will receive a bonus payment if they have a rating of Meets Expectations or above.

A full performance assessment cycle will operate from 1 July in any one year to 30 June in the following year. There are two formal assessment points:

- Mid-cycle (between January and February); and
- End of the annual cycle (between July and August)

Assessment of performance is based on the work expectations and each of the performance indicators specified in the Agreement Performance Statement on either the six or three point rating scale. Employees must declare to their manager prior to signing the Agreed Performance statement the intention to be assessed on either the six point rating scale or a three point rating scale.

1b.

Staff covered by the ARC Certified Agreement 2003 and AWAs

Performance Rating

Excellent

Very Good

Meets Expectations

Effective

Requires Attention

Inadequate

1c.

Staff covered by the ARC Certified Agreement 2003

Performance Rating

Effect

Excellent

Pay Progression (if applicable)

Very Good

Pay Progression (if applicable)

Meets Expectations

Pay Progression (if applicable)

Effective

Pay Progression (if applicable)

Requires Attention

Requires Attention Processes

Inadequate

Formal Underperformance Processes

Note: pay progression does not apply if the employee is on the top pay point of the pay range applicable to the employee's classification.

Staff covered by an AWA (including SES)

Performance Rating

Effect

Excellent

11 to 15% bonus & Pay Progression (if applicable)

Very Good

6 to 10% bonus & Pay Progression (if applicable)

Meets Expectations

1 to 5% bonus & Pay Progression (if applicable)

Effective
Requires Attention
Inadequate

Pay Progression (if applicable)
Requires Attention Processes
Formal Underperformance Processes

Note: pay progression does not apply if the employee is on the top pay point of the pay range applicable to the employee's classification.

1d

All staff in the ARC are subject to the performance assessment as identified in (a).

1e

The ARC Certified Agreement 2003 is the principle agreement for staff covered by the Certified Agreement for the performance assessment mechanism.

For staff covered by an AWA, their AWA is the principle instrument governing the performance assessment mechanism.

1f

A full performance assessment cycle will operate from 1 July in any one year to 30 June in the following year. There are two formal assessment points:

- Mid-cycle (between January and February); and
- End of the annual cycle (between July and August)

2.

Due to the small size of the ARC, in order to maintain confidentiality of ratings, the performance assessment outcomes have been consolidated into different tables for classification and gender.

Staff covered by AWAs

Classification	Exceeds Expectations - Excellent	Exceeds Expectations – Very Good	Full meets expectations - Good	Fully Meets Expectations	Requires Attention	Inadequate
SES	6		2			
EL1 – EL2	2	6	2			
ARC1 - 3	1	7	2	3		

Gender	Exceeds Expectations - Excellent	Exceeds Expectations – Very Good	Full meets expectations - Good	Fully Meets Expectations	Requires Attention	Inadequate
Male	6	5	5	2		
Female	3	8	1	1		

Staff covered by the ARC Certified Agreement 2003

Classification	Exceeds Expectations - Excellent	Exceeds Expectations – Very Good	Full meets expectations - Good	Fully Meets Expectations	Requires Attention	Inadequate
EL1 – 2	2	5	1			
ARC 1 - 3	2	3	7	4		

Classification	Exceeds Expectations - Excellent	Exceeds Expectations – Very Good	Full meets expectations - Good	Fully Meets Expectations	Requires Attention	Inadequate
Male	1	1	5	2		
Female	3	7	3	2		

AIMS

1a.

Performance Planning and Evaluation (PPE)

- Assessment cycle is for period 1 May to 30 April with objectives (tasks) set at the beginning of the assessment cycle, at the level agreed by the staff member and supervisor (agreed competency standard). Progress formally assessed and documented during assessment cycle with final assessment against set objectives (tasks) and overall performance undertaken at the end of the cycle.
- Applies to all Merit Appointed staff. ie those appointed to advertised vacancies, does not apply to short term staff employed for less than 12 months from the Institute's Specialist Register. These staff are usually employed for short periods to undertake specific tasks (ie field trip) and performance is closely monitored by supervisor.

1b

Performance Planning and Evaluation

- Outstanding (Achievements were exceptional and significantly exceeded agreed work objectives and agreed competency standards)
- Very Good (Achievements exceeded most or all agreed work objectives and/or exceeded most or all of the agreed competency standards)
- Effective (Agreed work objectives were met and agreed competency standards demonstrated)
- Requires Development (either agreed work objectives were not met or agreed competency standards were not demonstrated)
- Unsatisfactory (Agreed work objectives were not met and agreed competency standards were not demonstrated)

1c

- Outstanding - single incremental step
- Very good - single incremental step
- Effective - single incremental step
- Requires Development – no change in pay
- Unsatisfactory – no change in pay

NB: Single incremental step allows advancement of 1 pay point within salary range of Classification subject to not already being at the top of the range in classification. The Certified Agreement provides % pay increases for all staff.

1d

Performance Planning and Evaluation

- All classification levels

1e

Certified Agreement

1f

Performance Planning and Evaluation

Assessment cycle 01 May to 30 April each year

2.

Class	Sex	outstanding	very good	effective	requires development	unsatisfactory
AOF2	F	0	5	0	0	0
	M	0	0	3	0	0
*(ASO1 TO ASO2)						
AOF3	F	1	10	3	0	0
	M	0	12	8	0	0
*(ASO3 TO ASO5)						
AOF4	F	0	7	3	0	0
	M	2	8	11	0	0
*(ASO6)						
AOF5	F	1	3	1	0	0
	M	0	10	7	0	0
*(SOGC)						
AOF6	F	1	2	1	0	0
	M	0	6	2	0	0
*(SOGB)						
AOF7	F	0	3	0	0	0
	M	2	3	8	0	0
*(SOGA)						
AOF8	F	0	0	0	0	0
	M	0	1	1	0	0
*(SES1)						

* These were the Classifications as at the time the Australian Institute of Marine Science's Certified Agreement translated staff to the unified salary structure of AOF1 to AOF8 (Aims Officer Level 1 to AIMS Officer Level 8).