

# PERFORMANCE MANAGEMENT POLICY (FMPM)



## CONTENTS

1	PURPOSE.....	1
2	SCOPE.....	1
3	POLICY STATEMENT .....	1
	Policy framework.....	1
	Key performance indicators .....	1
	Reporting against performance.....	2
	Assessing achievement against objectives.....	2
4	RESPONSIBILITIES .....	2
	Compliance, monitoring and review.....	2
	Reporting.....	3
	Records management.....	3
5	DEFINITIONS .....	3
6	RELATED LEGISLATION AND DOCUMENTS .....	3
7	FEEDBACK.....	3
8	APPROVAL AND REVIEW DETAILS.....	3

## 1 PURPOSE

- 1.1 The purpose of this policy is to ensure a robust performance management system to enable CQUniversity to assess whether it is achieving its stated objectives in a way that is efficient, effective and economic.
- 1.2 This policy also contributes towards meeting the University's obligations under the [Financial and Performance Management Standard 2009](#) and ensures compliance with [A Guide to the Queensland Government Performance Management Framework](#).

## 2 SCOPE

- 2.1 This policy applies to the University's planning framework and to all staff responsible for the planning, reporting and approval of performance management activities in accordance with the [Delegation of Authority Policy \(FMPM\)](#) and organisational structure of the Finance and Planning Division and relevant business units.

## 3 POLICY STATEMENT

### Policy framework

- 3.1 The [Financial Management Practice Manual](#) (FMPM) is the University's financial management policy framework. As such, this policy forms part of and must be read in conjunction with the FMPM.

### Key performance indicators

- 3.2 Responsibility for the development and preparation of the University's key performance indicators rests ultimately with the Vice-Chancellor and President who may delegate the tasks of development and preparation to other individuals or groups as deemed appropriate.
- 3.3 In conjunction with the Vice-Chancellor and President, the Strategic Planning and Risk Manager will ensure that a set of indicators exist to enable the University to assess its success in achieving the goals and

objectives of the Strategic Plan efficiently, effectively and economically and delivering its services to a high standard stated in each Division Plan.

### **Performance Indicators**

- 3.4 The Strategic Planning and Risk Manager, in conjunction with the Senior Executive, will prepare a set of key performance indicators for the University based on the goals and objectives set out in the Strategic Plan. These indicators will include both financial and non-financial measures and will specify activities, measurements and projected targets for the University to aspire to for the coming year.
- 3.5 The performance indicators form part of the University Divisions' Plans and must be submitted to the Vice-Chancellor's Advisory Committee, Strategic Planning and Projects Committee, Audit, Risk and Finance Committee and Executive Management Committee for endorsement and to Council for final approval.

### **Performance Targets**

- 3.6 The Finance and Planning Division, in conjunction with each business unit, will prepare a set of performance targets specific to each business unit. The performance targets will be based on the University's performance indicators detailed in the Divisions' Plans and will provide an additional layer of detail specific to each business unit. Business units will also include additional performance targets that may be specific to their operations for the upcoming year.
- 3.7 The performance targets will form part of the business unit's Operational Plan and is part of the Division Plan under which it sits. Divisions Plans will be submitted to the Vice-Chancellor's Advisory Committee for approval and to Council for noting each year.

### **Reporting against performance**

- 3.8 The Strategic Planning and Risk Manager will provide regular performance reports to the Vice-Chancellor's Advisory Committee and Council detailing performance against the University's performance indicators for consideration and discussion. These performance reports may also be submitted to other business and governance committees of the University as deemed appropriate. Reporting will take place at regular intervals determined by the appropriateness and accuracy of data available, i.e. after the census date of each term, with no longer than three months between each reporting period.

### **Assessing achievement against objectives**

- 3.9 In assessing achievement against the objectives stated in the University's Strategic Plan and Division's Plans, the Vice-Chancellor's Advisory Committee and Council will consider and discuss the following:
  - the appropriateness of the objectives stated in the Strategic Plan and Divisions' Plans and the services delivered by the University to achieve these objectives
  - whether the performance information collected is suitable to assess the extent to which the objectives stated in the Strategic Plan and Division's Plans have been achieved
  - options to improve the efficiency, effectiveness and economy of University operations, and
  - assess the strategic risks associated with each performance indicator and any emerging risks and opportunities.

## **4 RESPONSIBILITIES**

### **Compliance, monitoring and review**

- 4.1 The Strategic Planning and Risk Manager is responsible for ensuring the preparation of annual key performance indicators and performance targets, and for managing the implementation of this policy and ensuring that its provisions are adhered to and applied consistently across the University.
- 4.2 The Vice-Chancellor's Advisory Committee and Council are responsible for the endorsement and approval of the annual key performance indicators and performance targets (where appropriate) and for monitoring the University's performance against these targets.

4.3 Compliance and monitoring will be assessed through regular reporting and analytical reviews.

## Reporting

4.4 There are no additional reporting requirements.

## Records management

4.5 Staff must maintain all records relevant to administering this policy in a recognised University recordkeeping system.

## 5 DEFINITIONS

5.1 Terms not defined in this document may be in the University [glossary](#).

## 6 RELATED LEGISLATION AND DOCUMENTS

[A Guide to the Queensland Government Performance Management Framework](#)

[Delegation of Authority Policy \(FMPM\)](#)

[Financial Accountability Act 2009 \(Qld\)](#)

[Financial and Performance Management Standard 2009 \(Qld\)](#)

[Financial Management Practice Manual](#)

[Planning and Reporting Policy \(FMPM\)](#)

[Queensland Government Agency Planning Requirements](#)

## 7 FEEDBACK

7.1 University staff and students may provide feedback about this document by emailing [policy@cqu.edu.au](mailto:policy@cqu.edu.au).

## 8 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Council
Advisory Committee to Approval Authority	Strategic Planning and Projects Committee
Administrator	Deputy Vice-Chancellor (Finance and Planning)
Next Review Date	4/10/2020

Approval and Amendment History	Details
Original Approval Authority and Date	Council 14/07/2014
Amendment Authority and Date	Strategic Planning and Projects Committee 4/10/2017
Notes	