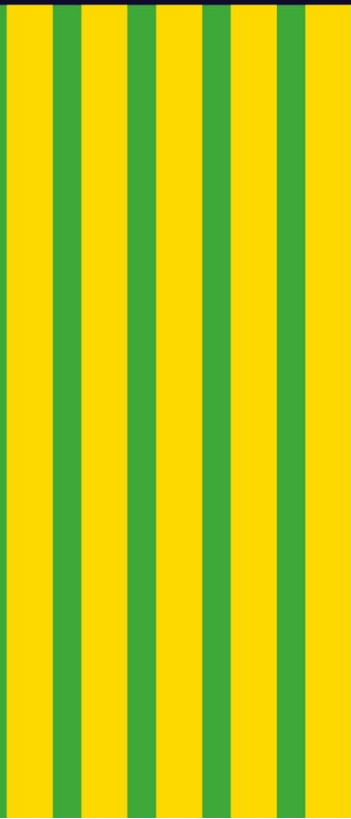




Australian Government
Australian Sports Commission

Senior Leader Performance and Remuneration Framework

Version 3.2



Prepared by
People and Culture Group
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1. Purpose and Scope

- 1.1 The purpose of this Policy is to outline the performance and remuneration framework (the Framework) for Australian Sports Commission (ASC) senior leaders. This policy also applies to ASC Grade employees temporarily assigned higher duties at the senior leader level.
- 1.2 For the purposes of this policy, 'senior leaders' are ASC leaders at the General Manager and Executive General Manager grade.
- 1.3 This Policy does not apply to the Chief Executive Officer (CEO), or the Director, Australian Institute of Sport.

2. Delegation and Authority

- 2.1 The CEO may delegate any or all of their powers and functions under this Policy. References to the CEO within this policy also refer to a delegate of the CEO where identified in the Staffing Delegations.
- 2.2 The CEO may also exercise discretion on any of the terms and conditions outlined in this Policy.

3. Employment Instrument

- 3.1 Senior leaders are employed by the ASC pursuant to a common law contract of employment (Contract).
- 3.2 Senior leaders are not subject to the prevailing terms and conditions under the Enterprise Agreement (EA) or collective industrial instrument (such as a Determination under section 41(2) of the *Australian Sports Commission Act 1989*) unless expressly outlined in their Contract.
- 3.3 Under their Contract, senior leaders may be employed on an ongoing basis or for a maximum term period (fixed term contract). The Contracts also set out the terms and conditions of employment between the employee and the ASC including, but not limited to:
 - Engagement
 - Duties and Responsibilities
 - Hours of Work
 - Performance Reviews
 - Remuneration and Allowances
 - Leave and Other Benefits
 - Cessation of Employment
 - Suspension from Duties

4. Guiding Principles

- 4.1 The principles of the Framework are based on:
 - Providing a consistent and transparent mechanism for establishing remuneration packages in order to recruit and retain senior leaders of a high calibre
 - Maintaining appropriate remuneration relative to Commonwealth Government expectations and that also reflect community standards
 - Supporting the Government's Public Sector Workplace Relations Policy that is in operation for ASC1-7 grade employees which provides a framework to implement



terms and conditions of employment that are affordable and support a modern and agile public sector workplace

- Reinforcing an expectation that effective performance is required for all senior leaders, regardless of level or role
- Outlining the individual performance and behaviours which drives strong leadership, culture and innovation and the delivery of strategic objectives
- Establishing processes to ensure fairness and consistency is applied in the assessment of performance and remuneration increases.

5. Remuneration

- 5.1 Total remuneration for senior leaders consists of an annual base salary plus other financial benefits. Those financial benefits may include superannuation, or other supplementary allowances such as the Additional Responsibility Allowance.
- 5.2 Salary movements are influenced by several factors including the senior leader's negotiated salary on commencement and progression through the salary bands where performance is assessed as meets expectations or above.

Salary on Commencement

- 5.3 Decisions for setting appropriate commencement remuneration for senior leaders is undertaken in accordance with the Staffing Delegations.
- 5.4 It is expected that, other than in exceptional circumstances, the remuneration of senior leaders will be within the minimum and maximum salary range for their grade. Schedule 1 provides the salary grades for ASC senior leaders.
- 5.5 Upon commencement, a senior leader's annual base salary will be paid at the minimum pay point for the grade, unless the CEO considers it is in the best interests of the ASC to approve a higher salary. Considerations may include but are not limited to the demonstrated skills and experience that the senior leader can immediately contribute to the role and market value comparison. A business case must be provided to support the request for a higher salary point upon commencement.

Salary Advancement

- 5.6 Senior leader salaries will be reviewed annually after the end of each cycle performance cycle. No automatic salary progression should be expected. Any salary progression will be determined by the CEO based on an employee's performance including their broader contribution to building organisational capability.
- 5.7 The CEO may determine a salary increase to be applied annually in accordance with the provisions of the Government's Public Sector Workplace Relations Policy that is in operation for ASC1-7 grade employees.
- 5.8 To be considered eligible, the senior leader must:
- Have a current annual performance agreement in place
 - Have a formal review of performance against their annual performance agreement and their performance assessed as meets expectations or above
 - Perform the duties at the senior leader level for not less than six months by the end of the performance cycle
 - Not be within their probationary employment period
 - Not be under a performance improvement plan at the time of the end of cycle assessment
 - Be employed by the ASC on the date the salary increase takes effect.



- 5.9 The CEO may determine that a senior leader who does not have a performance agreement in place is eligible for a salary increase if, for example, the employee is new to the ASC, recently returned from long term leave, on long term leave or as otherwise determined by the CEO.
- 5.10 If after the application of the salary increase, a senior leader's new salary would have been greater than the maximum salary (i.e. had the salary increase been applied), the senior leader will be eligible for a salary increase to the maximum salary limit only.
- 5.11 Salary advancement will take effect from the first full pay cycle that occurs on or after 31 October each year.

Salary Adjustment

- 5.12 The CEO has discretion to adjust the salary of a senior leader at any time outside of the annual performance increase where there are compelling circumstances that warrant an increase to be applied.
- 5.13 Increases to salary outside of the annual adjustments should not be more than allowed for under the provisions of the Government's Public Sector Workplace Relations Policy that is in operation for ASC1-7 Grade employees. Proposals to increase remuneration need to be supported by appropriate justification, and where market forces are a factor, it will be necessary to provide the market data relied on and any other relevant evidence supporting the proposal.
- 5.14 The CEO has discretion to apply a higher increase in exceptional circumstances.

Promotion and Transfer

- 5.15 Where an employee receives a promotion to a senior leader level, they will be paid the minimum salary of the applicable ASC8 or ASC9 grade as noted in Schedule 1 unless otherwise approved by the CEO.
- 5.16 Upon transfer to an alternate job within the same grade, either ongoing or fixed term, a senior leader will retain their current substantive salary.
- 5.17 In exceptional circumstances, the CEO may approve the payment of a salary above the minimum rate of the grade at which the employee is required to be paid. Exceptional circumstances may include:
- The level of contribution the employee will make immediately
 - The level of difficulty in filling the role
 - Market value comparison for the role (where determinable)
 - Where the employee was performing the role at the time of the promotion for a continuous period of six months
- 5.18 Where a request is made to provide a salary above the minimum salary of the grade a business case will need to be completed and approved (in accordance with the Staffing Delegations) outlining the circumstances of why the increase is considered reasonable.

Temporary Higher-Level Duties

- 5.19 A senior leader may be required to undertake a higher-level position on a temporary basis. Where this occurs, the employee will be paid the minimum salary prescribed by the higher position.



- 5.20 Higher duties do not include circumstances where an employee takes on additional responsibilities while working in their substantive position (see Additional Responsibilities Allowance below).
- 5.21 The minimum qualifying period for payment of a higher duties salary is a period of more than twenty consecutive working days and payment will be made for the entire period the employee is required to perform the higher-level work. Periods of twenty consecutive working days or less do not attract payment unless otherwise approved by the CEO.
- 5.22 Payment of a higher duties salary, above the minimum of the salary grade may be considered in scenarios where the employee is already at or above the maximum salary of their substantive position or is in receipt of an Additional Responsibility Allowance that will cease during period of acting. The salary increase offered should be no more than the relevant amount under the provisions of the Government’s Public Sector Workplace Relations Policy that is in operation for ASC1-7 Grade employees from the employee’s substantive salary.
- 5.23 Decisions on payment of higher duties salary above the minimum of the grade are made in accordance with the Staffing Delegations.
- 5.24 Should operational circumstances change during a period of higher duties, acting placements may be ceased earlier than the specified date without remuneration compensation for the lost period of time.

Additional Responsibilities Allowance

- 5.25 If a senior leader is required to undertake additional responsibilities while working in their substantive position, the CEO may determine at their discretion that an Additional Responsibilities Allowance is payable.
- 5.26 This allowance will not exceed \$30,000 per annum (paid fortnightly in arrears).
- 5.27 This allowance is a discretionary payment and may be withdrawn at any time without notice to the senior leader. The allowance will be reviewed as part of Salary Advancement provisions noted above, however recipients should note that no entitlement to a continuation of, or increase in, the allowance should be anticipated as a result of the salary review.

6. Superannuation

- 6.1 The ASC will make employer superannuation contributions in accordance with scheme rules.
- 6.2 Senior leaders may choose their superannuation fund on commencement.
- 6.3 Senior leaders can change their superannuation fund into which their superannuation is paid at any time. This can be done by completing the Superannuation Standard Choice Form and returning it to payroll@ausport.gov.au.
- 6.4 Contribution rates vary depending on the superannuation fund. See below.

Fund	Employer Contribution Rate	Employee Contribution Rate
CSS <i>(pre-existing members only)</i>	16.2%	Employee can contribute zero per cent or a minimum of five per cent of salary.



	of the superannuation salary in accordance with fund requirements.	
PSSdb <i>(pre-existing members only)</i>	16.8% of the superannuation salary in accordance with fund requirements	Employee can contribute between two and 10 per cent in whole percentage amounts or at a zero per cent rate.
PSSap	15.4 % of the superannuation salary in accordance with fund requirements.	Employee contributions are not compulsory; however, an employee can elect to make extra contributions through personal contribution and/or salary sacrifice.
Other	10.5 % (minimum) of ordinary time earnings	Employees may be able to contribute to their fund via salary sacrifice. This may vary with each individual fund.

- 6.5 Senior leaders may be able to salary sacrifice additional contributions to their designated superannuation fund. Information on this can be sought from the ASC's chosen [salary packaging provider](#).

7. Overpayments and recovery of amounts owing

- 7.1 Where a senior leader is overpaid for any reason, People and Culture will take the necessary steps to immediately recover the overpaid amount.
- 7.2 Where an overpayment occurs, the senior leader will be informed and shown evidence of the overpayment and the options for repayment. Recovery plans will be negotiated in good faith and may occur in instalments or in a lump sum.
- 7.3 As outlined in common law contracts, senior leaders authorise the ASC to deduct or withhold the value of any returned property or outstanding debt, credit card or otherwise from any termination payments owing to the employee.

8. Performance

- 8.1 The Framework is designed to provide a fair, transparent and integrated system that measures, rewards and drives effective business outcomes and leadership behaviours. As an organisation, we are committed to a high performing workforce where all employees are engaged in performance goal setting and the delivery of outcomes.
- 8.2 Senior leaders within the ASC have a central and visible role in the organisation, with expectations to provide strong leadership; specialist and technical expertise that drives successful business outcomes and to demonstrate and promote by personal example the ASC Values.
- 8.3 Strong leadership is a foundation for building a culture of high performance and excellence. Strong leadership can be demonstrated through the following leadership behaviours:
- Being visible and connected
 - Building supportive relationships
 - Respectfully calling out poor workplace behaviours
 - Communicating with confidence
 - Embracing change and displaying resilience
 - Adopting a growth mindset
 - Making evidence-based decisions
 - Finding smarter ways of working



- Taking action and delivering.

8.4 Performance is managed across an annual performance cycle commencing on 1 July and concluding on 30 June each year. The optimal timings for performance assessments and activities are as follows:

Action	Timeframe	Rationale
Business planning	May/June	Set organisational priorities
Start of cycle assessment (including development of performance agreement)	July/August	Beginning of financial year and to align to business planning cycle
Mid cycle assessment	January/February	Halfway through the performance cycle/financial year
End of cycle assessment	June	At the end of performance cycle/financial year

8.5 There are three key elements to the performance cycle which are:

Performance Planning

8.6 Performance planning is an ongoing, cyclical process. All senior leaders must develop a Performance Agreement in the Performance Management System (PMS) with their manager at the beginning of each performance cycle (between July and August) which sets out the ASC performance and cultural (the ASC Way) expectations over the 12-month period. These expectations should be specific, measurable, achievable, realistic and timely (SMART).

8.7 In the development of a Performance Agreement, performance and behavioural goals are equally important. This is to ensure that the strategic priorities of the organisation are achieved and to model strong leadership that builds capability, culture and innovation. In summary, it is not just about what we achieve but how we go about doing it.

a) **Performance Goals**– senior leaders are required to support organisational priorities through the achievement of performance outcomes. An assessment will be made during the performance cycle for delivery against strategic and divisional plans and expectations. Each performance goal will align with a strategic priority of the ASC.

All senior leaders must include a **mandatory strategic priority** of ‘Managing staff and financial resources, building technical capability and role modelling the ASC Values’. The PMS has a built-in library of strategic priorities that can be used against each performance goal outlined in the Performance Agreement.

b) **The ASC Way Goals** - are just as important as performance goals and demonstrate commitment to the ASC Values of Respect, Integrity, Teamwork and Excellence. These goals detail the expected The ASC Way behaviours that we expect leaders to champion and role model. These goals help create the desired culture for the organisation.

8.8 Considerations in the setting of performance goals and behaviours may include:

- Delivery of key ASC and Government priorities, reflected in relevant business plans within budget and staffing allocations
- Active management of their own, team and individual performance



- Tangible commitment to fostering and delivering diversity and inclusion in decisions and actions
 - Helping to drive organisational change
 - Contribution to and stewardship of corporate activities
 - Compliance with relevant legislative responsibilities
- 8.9 A **development plan** (My Development) forms part of the Performance Agreement and must be completed. The development plan identifies areas for capability focus and development initiatives for completion during the performance year. Each area for development should align with a strategic priority.
- 8.10 Capability development can be achieved through varying forms including experience, exposure, education and engagement. The 70:20:10 model provides for varied learning opportunities:
- 70% - through real life and on the job opportunities
 - 20% - from feedback, coaching and mentoring, networks and observations
 - 10% - formal learning and structured programs
- 8.11 All senior leaders should take carriage of their own capability development journey in conjunction with their supervisor. This may include but is not limited to identifying, seeking approval for and completing:
- relevant executive programs or formal training (though Australian Qualifications Framework)
 - leadership training and opportunities through mentoring, speaking engagements and building a diverse range of networks
 - role specific and targeted development initiatives
 - acting or secondment opportunities.
- 8.12 Where there is a significant change to roles or responsibilities, the Performance Agreement should be amended.
- 8.13 Performance Agreements are to be in place within six weeks of commencing in a new role.
- 8.14 Where an employee from an ASC Grade 7 or below is expected to undertake temporary higher-level work for more than three consecutive months, a Performance Agreement must be implemented at the higher classification.

Performance Feedback

- 8.15 Genuine and timely feedback is a critical element within the performance management cycle. It is a mutual responsibility and used at the beginning of the performance cycle to set the performance priorities for the year, regularly throughout the performance year to provide guidance and direction on the achievement of performance goals and at the mid cycle and end cycle assessment.
- 8.16 Feedback must be recorded in the **Performance Management System** which will help later when preparing for the end of cycle assessment.

Performance Assessment

- 8.17 Senior leaders and their managers must participate fully in performance reviews. At the end of the performance cycle executives and their managers will meet to discuss achievement against performance expectations. It is important that both parties prepare for performance reviews. This should include, but is not limited to, thinking about the activities and achievements during the year, feedback provided during the performance cycle and reviewing the development activities and achievement against them.



- 8.18 Senior leaders are encouraged to undertake a self-assessment of their performance against each of the performance and behavioural goals, prior to the performance discussion. The ‘no surprises’ rule should be applied when providing a performance assessment.
- 8.19 Considerations when assessing performance may include:
- Individual task performance - effectiveness in achieving individual tasks and priorities
 - Collaborative performance – effectiveness at forming networks, improving team and individual team member’s performance and using stakeholder contributions to improve outcomes
 - Organisation contribution – contributing to the overall outcomes of the ASC
 - Leadership Behaviours – effectiveness in leading and managing others
 - Cultural Contribution – Setting a positive tone and championing cultural diversity and inclusion
- 8.20 Additional sources may be called upon as part of the overall assessment including:
- Feedback – from staff, internal and external
 - Staff survey results
 - CEO or Board feedback
 - Employee self-assessment
 - Corporate data - HR metrics, financial performance
- 8.21 Performance and behavioural goals equally contribute to the assessment rating. In the PMS platform, there will be two separate rating scales: one for Performance Goals and one for the ASC Way goals. Each rating will stand on its own, they do not combine to equate to an overall ‘average’ rating. To be eligible to receive a salary increase, both ratings must be ‘meets expectations’ or higher. A written record of the assessment is to be recorded in the PMS.
- 8.22 Prior to the finalisation of employee performance ratings, all indicative senior leader performance ratings will be provided to the CEO for review and moderation (as required). Following agreement of the CEO regarding the rating and any relevant performance salary increases the employee will be informed of the final rating and salary increases which will take effect from the first full pay cycle that occurs on or after 31 October each year.

10. Rating Scale

- 10.1 The senior leader performance framework uses a five-point rating scale which individual performance is assessed against.
- 10.2 The following table details the performance rating scale:

What do the ratings mean?
<p>Outstanding – Employees have significantly and consistently exceeded expectations, standards and consistently go above and beyond what is expected in their role. They have noticeably surpassed standard work requirements against all their significant responsibilities. In assessing performance, exceeding expectations of leadership behaviours and in modelling the ASC Way is as important as exceeding expectations in relation to achieving results and delivery of business outcomes.</p>
<p>Exceeds Expectations – Employees have achieved a consistent high standard of work in every regard expected at their classification and remuneration level. In addition, employees will have demonstrated examples of exemplary performance and leadership behaviours, such as initiating and delivery on a major change, project or complex task. While staff can have ‘moments’/projects or period where their performance lifts above Meets Expectations, it is the sustained performance that shifts the rating to Exceeds Expectations.</p>



Meets Expectations – Employees who consistently demonstrate effective performance, regularly meet overall goals and expectations, have contributed to the success of the group, gets the job done and effectively prioritise their work and the work of the group. Employees also consistently demonstrate the ASC Way behaviours and values.

Requires Improvement – Employees who have inconsistent or uneven performance and demonstration of the ASC Way. The employee may perform some goals well however they do not fully meet the requirements or expectations of their performance agreement. Managers should clearly articulate the areas required for improvement and provide any necessary support, coaching or training.

Does Not Meet Expectations – Employees who do not deliver the majority of performance goals and rarely demonstrates the ASC Way behaviours and values. This rating should not come to a surprise to the employee – regular conversations should be in place to discuss issues with performance.

- 10.3 The assessment and rating at the end of the cycle should not come as a surprise to the employee and should be consistent with the feedback provided over the cycle.

11. Performance Improvement

- 11.1 Where issues of unsatisfactory performance are identified (at any given point during the performance cycle), these must be addressed immediately and documented by the manager. Unsatisfactory performance should not be left to the mid-year check in or end cycle performance assessment to address.
- 11.2 Where unsatisfactory performance is identified for a senior leader, the CEO will be notified. The manager will discuss and document with the employee in a performance improvement plan the areas for improvement and provide them with an opportunity to improve their performance within an agreed period of time. The timeframe for an improvement plan will be determined dependant on the areas for underperformance. Feedback should be provided for and documented at regular intervals during the performance improvement plan. A coach or mentor may be appointed to assist with improving performance. Additional support can be sought from the relevant area Business Partner or [People and Culture](#) Branch.
- 11.3 Where performance does not improve following a performance improvement plan, a report will be prepared for the CEO of the relevant facts and circumstances and recommendations. The senior leader will be given an opportunity to respond to the report and recommendations in writing. Having taken account of relevant facts and circumstances, the CEO may, subject to the terms and conditions of the senior leader's Contract, change the duties of the employee, redeploy them to a new role within the ASC or terminate their employment Contract.
- 11.4 This does not prevent the ASC from dealing with underperformance in other ways, including by terminating the employee's employment by giving to the employee the period of notice of termination required under their Contract.

12. Resources

- 12.1 Additional resources including conversation guides, templates and 70:20:10 development guides can be located on the [ASC intranet](#). Further guidance can be sought from [People and Culture](#) Branch.



Schedule 1- Senior Leader salary range effective 1 July 2022

Classification	Minimum	Maximum
Grade 8	\$201,107	\$247,246
Grade 9	\$269,499	\$315,886



Policy Owner	People and Culture	Approved By	Patricia Mardiyants General Manager, People and Culture
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Consultation	<ul style="list-style-type: none">• People and Culture		
Update Description	<i>Senior Leader (SES) Performance and Remuneration Framework 3.2</i> <ul style="list-style-type: none">• Remove requirement for Probation at section 8.		





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