



Appointment, Performance and Remuneration of Executive Managers Procedures

1. LEGISLATION/ENTERPRISE AGREEMENT/POLICY SUPPORTED

[Constitution of the Executive Committee of Council](#)

2. IMPLEMENTATION PRINCIPLES

- 2.1. The appointment, remuneration and performance of Executive Managers shall provide for the highest quality of leadership for the University.
- 2.2. The appointment, remuneration and performance of Executive Managers is aligned with the strategic direction and operational needs of the University.

3. PROCEDURAL DETAILS

3.1. Establishment of a new Executive Manager position

3.1.1. If the Vice-Chancellor considers that a new Executive Manager position is desirable or essential, the Vice-Chancellor will consider the following, having regard to the University's Strategic Plan and budgetary considerations:

- 3.1.1.1. The Selection Criteria and Position Description for the position.
- 3.1.1.2. Remuneration and other conditions of appointment.

3.1.2. In the case of a proposal for the establishment of a new Executive Manager position, the Vice-Chancellor will recommend the establishment of the position to the Executive Committee for approval and notification to Council.

3.2. Re-appointment of an existing Executive Manager

3.2.1. An Executive Manager who has been appointed on a contract may seek re-appointment beyond the current contract.

3.2.2. The Vice-Chancellor may initiate the process for considering the offer of a further contract of employment following the conclusion of the current contract in a timely manner.

3.2.3. The following procedure will apply where an Executive Manager seeks re-appointment:

- 3.2.3.1. The Vice-Chancellor will administer the University's approved Instrument for the Review of the Performance of Executive Managers;
- 3.2.3.2. The Vice-Chancellor may use such other means of obtaining feedback on the performance of an Executive Manager as he or she considers appropriate for the purposes of determining whether a further contract should be offered.

3.2.4. In the case of the re-appointment of an Executive Manager where the Vice-Chancellor is satisfied that a new contract should be offered:

- 3.2.4.1. The Vice-Chancellor will advise the Executive Committee on the outcomes of the Review of Performance;
- 3.2.4.2. The Vice-Chancellor will recommend to the Executive Committee that a new contract of employment be offered following the expiry of the current contract, and the terms and conditions of such new contract; and
- 3.2.4.3. Having considered the recommendation of the Vice-Chancellor, the Executive Committee will determine whether the appointment should be made and the terms of the appointment and will notify these determinations to the Council.

3.3. Determining the need to replace an Executive Manager following resignation or conclusion of contract

3.3.1. The Vice-Chancellor will review the continuing need for an Executive Manager with the same responsibilities as the outgoing incumbent.

3.3.2. The Vice-Chancellor will determine whether the position is to be re-filled, either in its existing form or with modifications.

3.3.3. In the case of an Executive Manager position that is a direct report to the Vice-Chancellor, the Vice-Chancellor will notify that determination to the Executive Committee.

3.4. New appointment of an Executive Manager

3.4.1. Ordinary arrangement

3.4.1.1. The ordinary arrangement is for a vacant Executive Manager position to be filled by the standard recruitment practice of advertising, short-listing and interviewing.

3.4.1.2. The following principles will apply in respect of the selection panel for the appointment of an Executive Manager:

- a) The total number of members on a panel should not be less than five and should not exceed seven;
- b) The composition of the panel should reflect the University's Vision and Mission;
- c) The Vice-Chancellor will generally be a member of, and chair, the Panel;
- d) The panel should include a person representing an industry or partnership of particular importance to the Executive Manager's responsibilities;
- e) Administrative Support for the Panel shall be provided by People and Culture; and
- f) The recommendations of the selection panel in respect of the recommended applicant and the terms and conditions of the appointment shall be made to the Vice-Chancellor.

3.4.1.3. In the case of an ordinary arrangement of a new appointment of an Executive Manager, the Vice-Chancellor will recommend the appointment to the Executive Committee for approval and notification to Council.

3.4.2. Variation to ordinary arrangement – appointment by invitation

3.4.2.1. The ordinary arrangement may be varied by the Vice-Chancellor if there is an urgent need to fill a position as a substantive appointment and the standard recruitment practice of advertising, short-listing and interviewing would disadvantage the University.

3.4.2.2. In such an exceptional circumstance, the Vice-Chancellor may invite a person whether from outside the University or a serving staff member, to accept a substantive appointment for a specified term.

3.4.2.3. Where the Vice-Chancellor wishes to exercise the option to appoint by invitation the following will be considered by the Executive Committee:

- a) The rationale for the proposal to appoint by invitation;
- b) The curriculum vitae and evidence of the qualifications and experience of the recommended candidate;
- c) The proposed terms and conditions of the contract of employment including the total remuneration package; and
- d) The position description for the position.

3.4.2.4. In the case of the proposal for an appointment by invitation of an Executive Manager, the Vice-Chancellor will recommend the appointment to the Executive Committee for approval and notification to Council.

3.4.3. Acting appointment arrangement

- 3.4.3.1. The Vice-Chancellor, if there is an urgent need to fill a position, may invite a serving staff member to accept an acting appointment for a specified term.
- 3.4.3.2. Where the Vice-Chancellor wishes to exercise the option to appoint an acting position the following will be considered by the Vice-Chancellor:
 - a) The curriculum vitae and evidence of the qualifications and experience of the recommended candidate;
 - b) The proposed terms and conditions of the contract of employment including the total remuneration package; and
 - c) The position description for the position.
- 3.4.3.3. In the case of the proposal to appoint an acting Executive Manager for less than 6 (six) months, the Vice-Chancellor will approve the appointment and notification to the Executive Committee.
- 3.4.3.4. In the case of the proposal to extend the appointment of an acting Executive Manager beyond 6 (six) months (refer to Section 3.4.3.3.), the Vice-Chancellor will recommend the appointment to the Executive Committee for approval and notification to Council.
- 3.4.3.5. In the case of the proposal to appoint an acting Executive Manager for 6 (six) months or longer, the Vice-Chancellor will recommend the appointment to the Executive Committee for approval and notification to Council having demonstrated that an appointment by an ordinary arrangement will disadvantage the University.

3.5. Performance review and bonus of an Executive Manager

- 3.5.1. The performance review of an Executive Manager occurs annually, and is conducted in the case of a direct report to the Vice-Chancellor by the Vice-Chancellor. In the case of other Executive Managers, the performance review is conducted by that person's supervisor.
- 3.5.2. Any performance bonus must be directly linked to the Executive Manager's performance agreement.
- 3.5.3. In the case of an Executive Manager who is a direct report to the Vice-Chancellor, the Vice-Chancellor will make recommendations concerning the performance bonus to the Executive Committee which, having considered those recommendations, will determine the performance bonus to be paid and notify this determination to Council.
- 3.5.4. In the case of an Executive Manager who is not a direct report to the Vice-Chancellor, the Vice-Chancellor will determine the performance bonus.
- 3.5.5. In the case of an acting Executive Manager the performance bonus will be applied to the Executive Manager's substantive role (if applicable) for the full year, unless the acting appointment is for 6 (six) months or longer.

3.6. Review of remuneration and conditions of employment of an Executive Manager

- 3.6.1. The Vice-Chancellor may initiate a review of the remuneration and conditions of employment of Executive Managers generally or of a particular individual following performance reviews conducted under clause 3.5, or if there are significant changes to structure or responsibilities.
- 3.6.2. In the case of an Executive Manager who is a direct report to the Vice-Chancellor, the Vice-Chancellor will make recommendations concerning the variation of remuneration and terms and conditions of employment to the Executive Committee which, having considered those recommendations, will determine whether any variations should be made and notify those determinations to Council.
- 3.6.3. In the case of an Executive Manager who is not a direct report to the Vice-Chancellor, the Vice-Chancellor will determine the variations of remuneration and terms and conditions of employment.

4. RESPONSIBILITIES

Table 1 below provides a summary of the relevant approval authority for the processes covered in these procedures.

Table 1: Summary of relevant approval authority

	<i>Vice-Chancellor</i>	<i>Executive Committee</i>	<i>Council</i>
Establishment of a new Executive Manager position: <ul style="list-style-type: none"> • direct report • not a direct report 	Recommend Recommend	Approve Approve	Notification Notification
Determine any need to replace an Executive Manager following resignation or conclusion of contract: <ul style="list-style-type: none"> • direct report • not a direct report 	Approve Approve	Notification	
Re-appointment of an existing Executive Manager: <ul style="list-style-type: none"> • direct report • not a direct report 	Recommend Recommend	Approve Approve	Notification Notification
New appointment of Executive Manager: <ul style="list-style-type: none"> • direct report • not a direct report 	Recommend Recommend	Approve Approve	Notification Notification
New appointment of Executive Manager by invitation: <ul style="list-style-type: none"> • direct report • not a direct report 	Recommend Recommend	Approve Approve	Notification Notification
Acting appointment of Executive Manager for less than 6 months: <ul style="list-style-type: none"> • direct report • not a direct report 	Approve Approve	Notification	
Extension of acting appointment of Executive Manager for over 6 months: <ul style="list-style-type: none"> • direct report • not a direct report 	Recommend Recommend	Approve Approve	Notification Notification
Acting appointment of Executive Manager for 6 months or longer: <ul style="list-style-type: none"> • direct report • not a direct report 	Recommend Recommend	Approve Approve	Notification Notification
Performance Review and Bonus of Executive Manager: <ul style="list-style-type: none"> • direct report • not a direct report 	Recommend Approve	Approve	Notification
Remuneration and conditions of employment of Executive Manager: <ul style="list-style-type: none"> • direct report • not a direct report 	Recommend Approve	Approve	Notification

5. SCOPE OF PROCEDURES

These procedures apply to Executive Managers.

These procedures do not apply to the appointment, performance and remuneration of the Vice-Chancellor.

6. DEFINITIONS

(Note: Commonly defined terms are located in the [Curtin Common Definitions](#). Any defined terms below are specific to this document)

Executive Manager means:

- a) a position held by a Deputy Vice-Chancellor, a Vice President, a Pro Vice-Chancellor, or the Chief Financial Officer; or
- b) or any other position which is approved by the Executive Committee to be an Executive Manager following the advice of the Vice-Chancellor.

A direct report to the Vice-Chancellor means an Executive Manager who is directly responsible to the Vice-Chancellor for the performance of his or her duties.

7. SCHEDULES

Nil

8. RELATED DOCUMENTS/LINKS/FORMS

[Delegations Register](#)

[Discrimination and Harassment Prevention Procedures](#)

[Diversity in the Workplace Procedures](#)

[Equity and Diversity Policy](#)

Policy Compliance Officer	Jenny Taylor , Deputy Director, People Capability People and Culture
Policy Manager	Vice-Chancellor
Approval Authority	Council
Review Date	1 st April 2019

REVISION HISTORY

Version	Approved/ Amended/ Rescinded	Date	Committee / Board / Executive Manager	Approval / Resolution Number	Key Changes and Notes
New	Approved	13/02/2013	Council	C 07/13	Attachment 3 to Document No 00083/13 (Council rescinded existing policy and procedures and approved new procedures as per new Policy Framework) effective 27 February 2013
	Amended	26/06/2013	Council	C 101/13	Attachment B to Document No 00607/13
	Administratively Updated	05/02/2014	Director, Legal and Compliance Services		Updated Policy Contact
	Administratively Updated	21/07/2014	Director, Legal and Compliance Services		Updated Links
	Amended	08/08/2015	Council	C 112/15	Attachment A to Item 8.1.2
	Administratively Updated	09/05/2016	Director, Legal and Compliance Services		Policy Contact Title Change
	Administratively Updated	09/02/2017	Director, Legal and Compliance Services		Area name change from Human Resources to People and Culture (also approved by the Chief Operating Officer)