

## Australian Guild of Music Education

### Staff Performance Management Policy

Governing authority:	Governing Board
Responsible Officer	HEEM
Endorsed:	Higher Education Committee 08/02/2018
Date of approval	12/02/2018
Date of effect	12/02/2018
Review Date	02/2019

#### 1. Purpose

This policy guides AGME's risk management of its higher education operations, aiming to ensure that all students receive a quality higher education experience.

#### 2. Scope

This policy applies to all staff, students, contractors and visitors at AGME. The focus of the policy is on risk management of higher education at AGME. This policy does not focus on other operations of AGME, but the approach is aligned with broader AGME risk management.

#### 3. Policy principles

This policy reflects AGME's commitment to students as set out in the AGME Strategic Plan and AGME Teaching and Learning Plan. The policy is underpinned by the following key principles.

- Risk management is core to the operations of AGME. AGME recognises the need for risk management from strategic planning to day-to-day management and decision making at all levels in the organisation
- The Risk Register reflects the seven categories critical to most higher education providers' objectives and mission. These are:
  - o Academic
  - o Financial
  - o Market
  - o Operational
  - o Regulatory
  - o Reputation
  - o Workforce
- AGME's approach to risk management is guided by best practice in risk management, and aligns with ISO 31000 Risk Management Standards

- AGME's approach to risk management has regard to the Higher Education Standards Framework (Threshold Standards) (2015)
- Risk management of higher education at AGME has a strong focus on:
  - o Student safety, experience and educational outcomes
  - o A high functioning and quality workforce
  - o Maintaining high standards and academic integrity
  - o A robust business model to underpin quality operations

#### 4. Definitions

*Risk management:* The identification, evaluation, prioritisation and response to risks that may impact the achievement of AGME's aims and objectives.

*Risk culture:* the values, beliefs, knowledge, attitudes and understanding about risk and risk management at AGME.

#### 5. Procedures

To support effective risk management of higher education activities, AGME implements the following procedures.

- The Higher Education Committee will be responsible for reviewing the AGME Risk Register at least twice a year.
- Undertake an annual process to identify, assess and review higher education risks, led by the Higher Education Committee with the AGME senior academic leadership group.
- Embed risk management as part of strategic, operational and team planning in corporate and academic functions.
- Embed risk management as part of quality assurance activities.
- Develop and maintain a Risk Register to record risks, assess their likelihood and consequence, rate and prioritise risk and outline mitigation strategies (refer to Appendix 1). This addresses risks relevant to all aspects of higher education operations.
- Have in place risk management plans for significant higher education projects or enterprises.
- Promote an appropriate and positive risk culture, including through senior staff leadership role modelling, staff induction and training.

#### 6. Risk Register Ratings

AGME's Risk Register uses a two variable risk matrix for risk scoring. The two variable risk matrix assesses the likelihood and consequence of a hazard. This assessment determines the level of risk associated with the hazard.

The **inherent risk**, is the level of risk associated with the activity at the time of assessment. It takes into account current systems of work, prior to any proposed/additional controls that may be required to further reduce the risk.

The **residual risk** is the level of risk associated with an activity after proposed/additional controls have been implemented to further eliminate or reduce the risk.

These two values are combined to give an overall 'risk rating' which can then be assessed in a table similar to the one below. This forms the basis of the Risk Register.

**Figure 1: Risk Assessment Matrix**

		Consequence				
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	Almost Certain	Low	Medium	High	Extreme	Extreme
	Likely	Low	Medium	High	Extreme	Extreme
	Possible	Low	Low	Medium	High	Extreme
	Unlikely	Low	Low	Medium	High	High
	Rare	Low	Low	Low	Medium	High

Where proposed/additional controls are required the residual risk should be lower than the current risk. In some cases where the current risk may already be “low”, the residual risk will be the same.

Once it is understood how many risks there are in each category (Extreme, High, Medium or Low) AGME can prioritise responses. AGME may decide to ‘accept’ some risks (i.e. do nothing about them), transfer the risk (via an insurance policy or an outsourcing contract) or mitigate the risk (via a business continuity or IT disaster recovery plan).

The Risk Register should be used to track risks to AGME, a response to them and how they are being controlled. The Risk Register will be regularly reviewed and updated, particularly if there are major changes in business structure or functions.

**7. Implementation & Monitoring**

Everyone at AGME has a role to play in effective risk management. This role may range from initially identifying and reporting risks associated with an individual’s own role or activities, to participation in the annual risk management process.

With oversight from the Higher Education Committee, the HEEM shall lead and oversee the implementation of this policy, including the annual identification and review process, with the support of the Quality Assurance Officer and corporate staff of AGME.

It is the responsibility of all line managers/academic and course leaders to continually monitor their areas of responsibility to ensure that risks are identified and managed. Line managers should ensure that a contribution is made to the annual risk management process, on behalf of their areas of responsibility.

Reports on risk to higher education operations include the following.

- A comprehensive risk report will be submitted to the Higher Education Committee via the Academic Board as part of the annual identification and review process.
- The management of risks identified as high/extreme may include periodic

updates to the Academic Board and/or Higher Education Committee in line with scheduled meetings.

- The HEEM and the Academic Director shall otherwise determine whether risk reports need to be escalated to the Academic Board and Higher Education Committee outside of the annual review process.
- The Higher Education Committee will provide an annual report to the AGME

Governing Board on the monitoring of material risks to higher education operations, or where appropriate may escalate advice to the Governing Board on emergent material risks at the earliest opportunity.

### **8. Accountability**

The Governing Board has responsibility for the approval and oversight of this policy.

### **9. Review**

This policy will be reviewed every year by the Higher Education Committee.