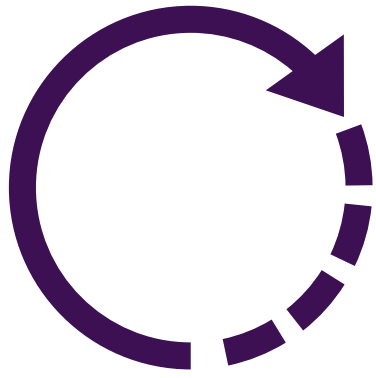
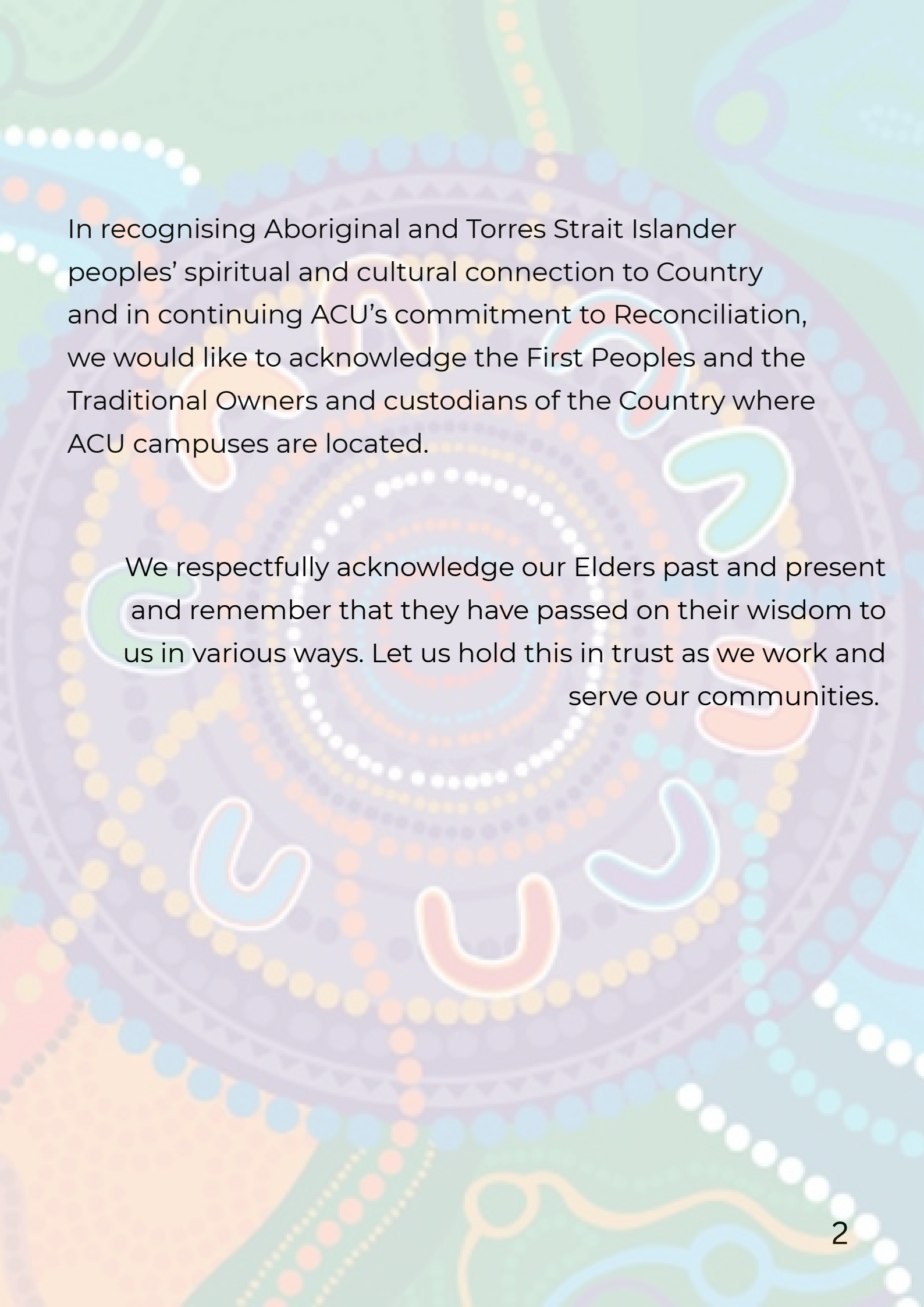




Progress Plan

A Manager's Guide





In recognising Aboriginal and Torres Strait Islander peoples' spiritual and cultural connection to Country and in continuing ACU's commitment to Reconciliation, we would like to acknowledge the First Peoples and the Traditional Owners and custodians of the Country where ACU campuses are located.

We respectfully acknowledge our Elders past and present and remember that they have passed on their wisdom to us in various ways. Let us hold this in trust as we work and serve our communities.

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CONVERSATION + FEEDBACK + GROWTH

The Progress Plan

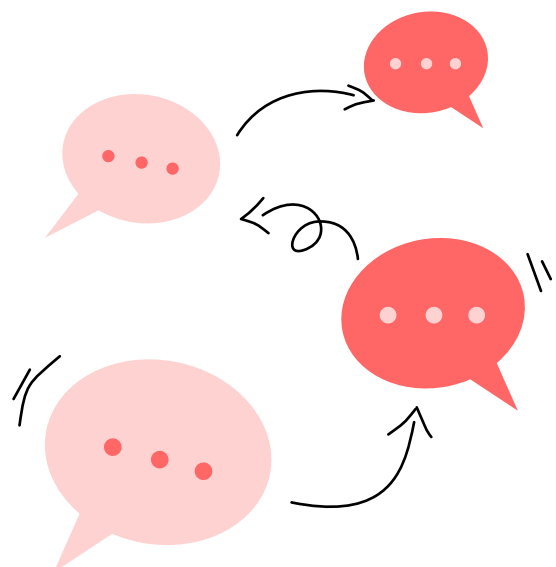
The purpose of this guide is to help you to prepare for, lead and record a constructive Progress Plan conversation with your team member.

Use this guide to:

- open the conversation with confidence,
- ask useful questions and listen well,
- provide specific, balanced and forward-looking feedback,
- agree clear actions and record concise comments on the Progress Plan form.

The Progress Plan is a growth-focused conversation that helps every team member understand how their work contributes to ACU's shared purpose, recognise their achievements and identify opportunities to learn, develop and have an even greater impact.

Grounded in ACU's mission—our commitment to the pursuit of knowledge, the dignity of the human person and the common good—the Progress Plan places respectful dialogue, individual growth and meaningful contribution at the centre of the conversation. It provides time for you and your team members to reflect on progress, clarify expectations, build on strengths and discuss the support needed for success.



The process at a glance

The four steps to complete a progress plan



**This is a two-way
development
conversation—not a
form-filling exercise.**

**Be curious, specific and
supportive.**



What you need to do

October Schedule & prepare.	October- November Lead the conversation.	By November 30 Record the outcomes.	December Finalise & submit.
Schedule a meeting with each of team member to take place between October & November.	Lead a two-way discussion to talk about achievements, progress, changed priorities, challenges, feedback, development and career aspirations.	Review and confirm - ensure the form accurately reflects the conversation and agreed outcomes.	Final check - review the form with the team member for completeness and accuracy.
Attend training - check out the training schedule to see which sessions will help build your capabilities.	Listen and recognise - provide feedback, acknowledge contributions and explore support needed.	Provide feedback - add recognition, constructive feedback and any development or support agreed.	Approve - add final comments and acknowledgement.
Prepare for the scheduled conversation.	Agree next steps - confirm what will continue, change or not be prioritised in 2027.	Agree actions - confirm actions owned by both you and your team member.	Submit the form - ensure the finalised form is submitted by December 24.

PREPARE



A good Progress Plan conversation starts with a little preparation—but it doesn't need to be complicated or time-consuming.

The aim of the Prepare stage is to give you time to refresh your understanding of your team member's role, priorities and work context before sitting down together.

Preparation isn't about forming a judgement in advance or gathering large amounts of evidence. It's about arriving informed, curious and ready to listen.

A little preparation helps create the conditions for a better conversation—one where achievements are recognised, different perspectives can be heard, and both parties leave with a clear way forward.

Prepare

Schedule the conversation

Schedule a conversation with each team member. Conversations should take place during October or November, allowing sufficient time for the Progress Plan to be updated and finalised in December.

During early October:

- send calendar invitations early;
- aim to complete most conversations before the end of November;
- allow contingency time for leave, illness, operational demands or rescheduling.



When sending the invitation

Include:

- the purpose of the conversation;
- the approximate duration;
- a link to or copy of the current Progress Plan template;
- a short set of reflection questions;
- any preparation expected of the team member; and
- the intended timeframe for updating the form afterwards.

Tip:
you'll find some
suggested text
to use on the
next page

Scheduling tips

- Avoid scheduling the conversation immediately before another meeting.
- Choose a private setting where the discussion will not be interrupted.
- For an online conversation, ensure both participants can speak confidentially.
- Avoid particularly busy operational periods where possible.
- Make adjustments for accessibility, working arrangements and individual circumstances.
- If a team member is due to take extended leave, schedule the conversation before the leave commences.

Prepare

Suggested Invitation Template

2026 Progress Plan conversation

I would like to schedule time for us to reflect on your work and contribution during 2026 and begin considering priorities for 2027.

The conversation will provide an opportunity to discuss:

- *your key achievements and contributions;*
- *progress against your priorities;*
- *work that has changed or has not been completed;*
- *challenges, barriers or support needs;*
- *development and career goals; and*
- *initial priorities for 2027.*

Before the meeting, consider the areas you would particularly like to discuss. Brief notes or examples are sufficient; extensive written preparation is not required.

Following our conversation, we will record the key outcomes so the Progress Plan can be finalised and submitted.

Prepare

Review relevant information

Before meeting, review any information you have to help you to understand your team member's role, agreed priorities and operating context.

This step should help you feel prepared to provide informed feedback, recognise contribution and understand how priorities may have changed.



Review your team member's role

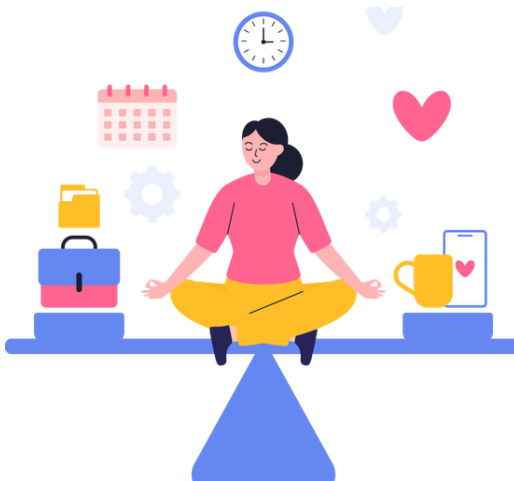
Consider:

- the primary responsibilities of the role;
- the level and scope of responsibility;
- significant projects or ongoing services;
- stakeholders supported by the role;
- any acting arrangements or additional duties;
- changes in responsibilities during 2026; and
- relevant capabilities and behavioural expectations.

Review team and university priorities

Consider:

- team or work-area objectives;
- priorities that changed during the year;
- projects that were delayed, discontinued or replaced;
- organisational decisions that affected the person's work;
- dependencies outside the team member's control; and
- emerging priorities that may shape the person's work in 2027.



Gather balanced examples

Prepare examples of:

- achievements and positive contribution;
- effective collaboration or service;
- progress against priorities;
- capability or professional growth;
- feedback received from relevant stakeholders;
- challenges that the team member managed constructively; and
- areas where greater focus, clarity or support may be needed.

Prepare

Any examples should be:

- specific;
- relevant to the team member's role;
- based on observed work or reliable information;
- balanced and fair;
- focused on actions, outcomes and impact; and
- free from assumptions about motivation or intent.



A changed or incomplete goal does not automatically indicate poor performance. The conversation should establish what occurred, what was learned and what should happen next.

Manager self-reflection

Managers should also reflect on their own responsibilities:



- Did I communicate expectations clearly?
- Did I provide timely feedback during the year?
- Did I recognise my team member's contribution?
- Did I provide the support or resources previously agreed?
- Did I respond when priorities changed?
- Are there actions I need to take to help my team member succeed?
- Are my expectations consistent and appropriate across comparable roles?

This supports the policy's emphasis on continuous two-way feedback and shared discussion of contribution, development, priorities and support.

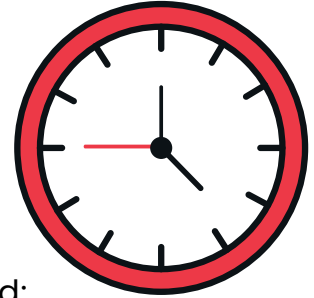
Prepare

Allow sufficient time for a genuine two-way conversation.

As a general guide, schedule 45–60 minutes.

A longer meeting may be appropriate where:

- the role or priorities are complex;
- there have been substantial changes during the year;
- the team member is on probation;
- significant development or career matters need to be discussed;
- performance support is required; or
- the team member has several matters they wish to raise.



Avoid trying to complete a meaningful Progress Plan conversation in the final few minutes of a routine operational meeting.

Important note where performance concerns exist.



The Progress Plan conversation can include constructive feedback and discussion about areas requiring improvement. However, you should not use the annual conversation as the first occasion to raise a significant concern that should have been addressed earlier.

Where concerns are serious, complex or may require a formal process:

- clearly distinguish the Progress Plan discussion from any formal process;
- avoid making unexpected findings or commitments during the meeting;
- document agreed facts and actions carefully; and
- **connect with your P&C Business Partner as soon as possible for advice and guidance.**

Good preparation does not mean arriving with a predetermined assessment.

It means understanding your team member's role and priorities, preparing balanced examples, considering the context in which the work occurred, and creating enough time and space for both people to contribute openly.

The aim is a meaningful conversation that recognises contribution, supports development and establishes a clear way forward.

Some Tips for creating a genuine two-way conversation



Do

- Invite your team member to share their perspective first.
- Listen without interrupting or immediately offering solutions.
- Ask open questions.
- Recognise both visible and less-visible contributions.
- Be specific when providing feedback.
- Acknowledge where priorities or circumstances changed.
- Explore barriers before reaching conclusions.
- Discuss what support you can provide.
- Allow respectful differences of perspective.
- Summarise what has been agreed.
- Separate the Progress Plan discussion from routine task allocation.

Avoid

- Treating the meeting as a form-completion exercise.
- Doing most of the talking.
- Introducing significant concerns for the first time without context.
- Focusing only on work that was not completed.
- Equating changed priorities with failure.
- Comparing your team member with other colleagues.
- Relying on vague statements such as “good job” or “need to improve.”
- Making commitments about development or resources that cannot be delivered.
- Rushing the conversation to meet an administrative deadline.
- Attempting to resolve complex or sensitive matters without appropriate advice.



Prepare



Manager preparation checklist

Schedule

The conversation is scheduled between October and November.

I have allowed approximately 45–60 minutes.

The location or online arrangements support privacy.

My team member understands the purpose and expected preparation.

Prepare

I have attended training on how to complete the Progress Plan.

I understand my team member's role and responsibilities.

I have considered any relevant changes to team and university priorities.

I have prepared specific examples of achievements and contributions.

I have considered incomplete work in its proper context.

I have reflected on support or actions I agreed to provide.

My feedback is balanced, relevant and evidence-based.

CONVERSATION



The Conversation stage is the heart of the Progress Plan process. It gives you a chance to step away from day-to-day tasks, look back on the year and talk openly about what has gone well, what has changed and what support may be needed.

The aim isn't to review every task or arrive with all the answers. It's to have a genuine two-way conversation where contribution is recognised, different perspectives can be heard, and development and career goals are discussed.

The conversation should help both parties:

- recognise achievements and contributions;
- understand progress against agreed priorities;
- discuss work that has not been completed and why;
- acknowledge changes in responsibilities or priorities;
- identify challenges, barriers and support needs;
- exchange constructive feedback;
- reflect on capability and professional development; and
- begin identifying work and development priorities for 2027.

The Conversation

Set the scene– open the conversation positively

Begin by explaining the purpose and structure of the conversation. Set a constructive tone and make it clear that the discussion is intended to support reflection, recognition, feedback and forward planning.

Clarify that the conversation is an opportunity to:

- reflect on the year;
- recognise achievements and contribution;
- discuss what changed or did not progress;
- identify feedback, development, support needs and career goals; and
- begin considering priorities for 2027.

A useful opening might be:

“Today is an opportunity to reflect on your work and contribution during 2026, recognise what has been achieved, discuss anything that changed or did not progress as expected, and start considering priorities and development for 2027. I would like this to be a two-way conversation, so I am interested in hearing your perspective and any feedback or support needs you would like to raise.”



Tips:

- Start with the conversation, not the form. The form is used afterwards to capture the key outcomes.
- Thank your team member for preparing and participating.
- Explain that not every original priority needs to have been completed.
- Acknowledge that priorities, resources and circumstances may have changed.
- Confirm how much time is available.
- Briefly outline the areas to be discussed.

Avoid:

- Opening with the form or reading through it line by line.
- Beginning immediately with concerns or incomplete work.
- Presenting the conversation as a compliance exercise.
- Suggesting that all goals must have been achieved for the year to have been successful.
- Arriving with a fixed conclusion before hearing the team member's perspective.



The Conversation

Reflect on the last year – invite your team member to reflect first.

Where possible, give your team member the first opportunity to describe the year in their own words. Focus on the most significant aspects of the year rather than reviewing every task or goal individually.

This helps you to understand:

- what your team member considers most significant;
- achievements that may not have been visible;
- how they experienced changes or challenges;
- what they have learned; and
- where they may need feedback or support.

Suggested questions:

Overall reflection

- How would you describe 2026?
- What stands out for you when you reflect on the year?
- What are you most proud of?
- What do you consider your most significant contribution?
- What would you like to make sure we discuss today?

Achievements and progress

- Which priorities or activities progressed particularly well?
- What outcomes or improvements resulted from your work?
- What contribution do you think had the greatest impact?
- Is there work you completed that may not have been visible to me?
- What positive feedback have you received?
- What capabilities or strengths helped you achieve these outcomes?

Changed or incomplete work

- Which priorities did not progress as initially expected?
- What contributed to that?
- Did the priority, scope, deadline or operating environment change?
- Were there dependencies or decisions outside your control?
- Did other work have to take priority?
- Is the work still relevant?
- Should it continue into 2027, be revised or be discontinued?



You do not need to ask every question. Select those most relevant to the conversation.

The Conversation

Feedback and recognise contribution and achievements

Recognise your team member's contribution and provide balanced, specific feedback about strengths and areas for continued development.

Recognition should be specific and connected to their work, behaviours and impact.

Effective recognition explains:

- what they did;
- how they approached the work;
- why their contribution mattered; and
- what impact it had on colleagues, students, stakeholders, the team or ACU.

Instead of:

"You did a good job on the project."

EXAMPLE

Try:

"Your coordination of the project brought several stakeholders together and helped the team resolve issues earlier. Your regular communication gave people clarity about responsibilities and contributed to the project remaining on track."

Contributions to consider

Try to look beyond major projects or highly visible outcomes.

Contribution may include:

- maintaining essential services;
- supporting students, colleagues or stakeholders;
- improving a process;
- solving problems;
- sharing knowledge;
- supporting team members;
- strengthening relationships;
- managing increased or unexpected workload;
- demonstrating adaptability;
- contributing during periods of change;
- acting in a higher-level role;
- completing professional development; or
- demonstrating ACU values and relevant capabilities through day-to-day work.

The SBI Feedback Model

To help keep feedback clear, respectful and useful, you can use the **SBI model: Situation, Behaviour and Impact**. This simple structure helps move feedback away from general impressions or personal judgements and towards specific observations that a team member can understand and act upon.

The model encourages you to describe:

- Situation – when and where the example occurred.
- Behaviour – what the team member specifically said or did.
- Impact – the effect the behaviour had on the work, colleagues, students, stakeholders or outcomes.

Using **SBI** can help make both positive and developmental feedback more meaningful. It enables you to clearly explain which behaviours are contributing to success and which behaviours may need to be adjusted. It also gives your team member a fair opportunity to share their perspective and contribute to the next steps.

In a Progress Plan conversation, **SBI** should be used as the starting point for dialogue rather than as a one-way statement. After describing the situation, behaviour and impact, pause and invite your team member's perspective. You can then work together to identify what should be continued, strengthened or changed.

On the Progress Plan form, the same structure can be used to record a concise, evidence-based summary of the feedback discussed. The written comment should capture the important example and impact, along with any agreed action, support or follow-up.



SBI



Use SBI to keep comments evidence-based: describe the **situation**, observable **behaviour**, **impact**, then agree the **next step** (*Centre for Creative Leadership, 2025*).

S — Situation	B — Behaviour	I — Impact	N — Next step
When the enrolment issue was escalated...	you brought the right people together and summarised the options clearly...	which enabled a timely decision and reduced confusion for the team.	Continue this approach; next time, document the decision and owners in the same meeting.

Balance recognition and development

Reinforce	Redirect
Name the effective behaviour, explain why it matters and encourage your team member to repeat or extend it.	Describe the gap without labels, explain the impact, ask for your team member's view and agree a practical alternative.



- Is it based on something observable—not a personality judgement?
- Is it specific enough that your team member understands what to continue or change?
- Does it explain the impact on work, colleagues, students or outcomes?
- Does it invite your team member's perspective?
- Is the next step realistic, owned and time-bound?

Avoid: Vague praise ("great job"), absolutes ("always/never"), mind-reading ("you don't care"), surprises, or long lists of minor issues.

Practical Feedback Examples

Recognising a strength

Instead of: "Great work."

"In the faculty planning session, you presented the options in a clear sequence and responded calmly to questions. This helped the group reach agreement. Please continue using this structured approach."

Improving timeliness

Instead of: "You need to be more organised."

"The last two monthly reports were submitted after the agreed date, which reduced the team's review time. What contributed to the delays? Let's agree an earlier draft date and a brief check-in one week beforehand."

Building collaboration

Instead of: "You need to collaborate more."

"On the policy update, key stakeholders were consulted late, which led to rework. For the next update, please map stakeholders at the start and schedule two early review points. I can help you identify the right contacts."

Developing confidence

Instead of: "Be more confident."

"In the steering committee, your analysis was strong, but you deferred when questions arose. Before the next meeting, let's rehearse your three key messages and likely questions. I'd like you to lead that agenda item."

Clarifying priorities

Instead of: "Focus on the important things."

"You are progressing several activities, but the student communication milestone is at risk. Until Friday, make this the first priority and pause the optional data tidy-up. Let's review progress on Wednesday."

The Conversation

Discuss development and capability

Development should not be limited to attendance at formal training. It may include experience, feedback, exposure, coaching, mentoring, collaboration and new responsibilities.

Explore:

- capabilities strengthened during 2026;
- skills or knowledge developed;
- areas where further growth would be valuable;
- career or professional interests;
- development relevant to the current role;
- future work that could provide development;
- feedback or coaching needed; and
- practical development opportunities for 2027.

Suggested questions



- What have you learned this year?
- Which capabilities have you strengthened?
- Where would you like to build greater confidence or experience?
- What aspects of your role would you like to develop further?
- Are there new responsibilities or projects that could support your growth?
- What feedback, coaching or exposure would be useful?
- What development would support both your goals and the team's priorities?
- What support would you need from me?

Practical development options

Development could include:

- coaching;
- regular feedback;
- mentoring;
- job shadowing;
- participation in a project or working group;
- acting opportunities;
- presenting at a team meeting;
- leading a defined activity;
- cross-team collaboration;
- peer learning;
- reviewing or improving a process;
- formal study, training or workshops; or
- access to professional networks and resources.



Aim for a small number of meaningful development actions. A clear and achievable development activity is more useful than a long list that is unlikely to be completed.

The Conversation

Look ahead to 2027

The conversation does not need to finalise every 2027 goal.

It should identify the likely direction and establish an initial understanding of future priorities.



Discuss:

- work that needs to continue into 2027;
- priorities that should be changed or discontinued;
- emerging team or university priorities;
- expected outcomes;
- areas requiring further clarification;
- development goals;
- dependencies and potential barriers; and
- support or resources likely to be needed.

Questions

- Which work should continue into 2027?
- What should we stop, start or do differently?
- What do you see as your most important priorities?
- Are there responsibilities that need greater clarity?
- What outcomes should we aim to achieve?
- What development should be prioritised?
- What support will you need?
- What do we still need to confirm before finalising the 2027 plan?



Tip

Be clear about which priorities are confirmed and which remain subject to planning, approval or further discussion.

Distinguish between:

- priorities that are confirmed;
- priorities that are likely but still require approval; and
- ideas that need further discussion.

This reduces the risk of creating expectations that cannot yet be confirmed.

The Conversation

Agree on actions and responsibilities, and summarise

End the conversation by summarising the main outcomes and confirming the next steps.

Agree on:

- key achievements and contributions to record;
- the status of changed, incomplete or continuing priorities;
- development and support actions;
- initial priorities for 2027;
- actions owned by your team member;
- actions owned by you;
- who will update the Progress Plan; and
- when the updated record will be reviewed.



Suggested closing:



“The key points we have agreed are your contribution to [area], the progress made on [priority], and that [activity] will continue or change in 2027. We have also agreed that I will follow up on [support or action]. The next step is to update the Progress Plan with a brief summary so that we can review and agree on it by 30 November.”

Before closing, ask:

“Is there anything important that we have not covered or that you would like reflected in the Progress Plan?”

The aim is shared clarity, not perfect agreement on every point. Where perspectives differ, record them fairly and ensure expectations and next steps are clear.

Make sure actions are shared appropriately.

Your team member should not leave the meeting responsible for resolving barriers that require a management decision or organisational support.

A 60-minute conversation structure

Through these conversations, each of us helps bring Vision 2033 to life: enabling flourishing lives, fostering thriving communities and forging an ethical future.

The Progress Plan is not simply an annual form or a retrospective assessment. It is an ongoing, two-way conversation that supports continuous feedback, shared accountability and development of the whole person.

Here's a plan for how you can hold this conversation:

Time	Focus	Prompt
5 min	Welcome and purpose	• Establish a constructive tone. • Confirm that the conversation is two-way. • Outline the topics to be discussed.
15 min	Team member reflection	• Invite your team member to reflect first. • Discuss achievements, progress and lessons. • Explore work that may not have been visible.
15 min	Manager feedback and shared review	• Recognise contribution. • Provide balanced feedback. • Discuss changed or incomplete priorities in context.
15 min	Development, support and 2027	• Explore development and career interests. • Identify support and actions. • Discuss initial priorities for 2027.
10 min	Summary and next steps	• Confirm key outcomes. • Agree actions and responsibilities. • Clarify how and when the form will be updated.

How to start the conversation

A simple opening script

Try this:

“Thanks for making time. Today is a chance to reflect on your progress, recognise achievements, discuss any challenges and agree on where to focus next. I’d like to hear your perspective first, then I’ll share my observations. We’ll finish by agreeing actions and how I can support you.”

Questions that create a useful discussion

Looking back

- What has gone well since our last check-in?
- What are you most proud of?
- What did you learn?

Role and contribution

- Where have you had the greatest impact?
- What expectations need clarification?
- How does this work contribute to team and university outcomes?

Development

- Which capability would be most valuable to strengthen?
- What experience, feedback or learning would help?

Focus and priorities

- What matters most before our next check-in?
- What could get in the way?
- What trade-offs or resources are needed?

Support

- What do you need from me?
- What decision, connection or coaching would help?

Closing

- What are we agreeing today?
- How will we measure progress?
- When will we check in?

Navigating common conversation moments

Different views

"I hear that you see this differently. Let's compare the examples we each have and identify what we agree on. We can then clarify what good looks like going forward."

Feedback is unexpected

"I'm sorry this feels unexpected. Let me be specific about what I observed and the impact. I also want to hear your perspective before we agree next steps."

Strong emotion

"I can see this matters. Let's pause for a moment. We can take a short break and return when you're ready."

Too many priorities

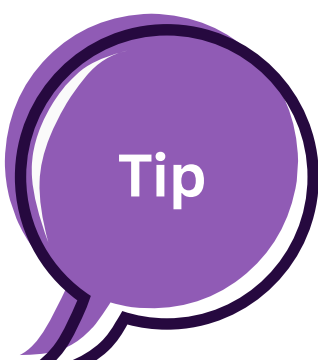
"We have several valid goals. If only two could progress before the next review, which would create the greatest value? What should we pause?"

A barrier outside their control

"Let's separate what you can influence from what needs escalation or support from me. I will take responsibility for..."

A serious or recurring concern

Address concerns promptly and specifically. Follow relevant ACU processes and seek advice from your P&C Business Partner where appropriate; do not rely on the Progress Plan record alone.



Tip

Be clear and kind at the same time. Listening does not require you to abandon a reasonable expectation; it helps you understand the path to meeting it.



Following the conversation, the key outcomes should be recorded in your team member's Progress Plan. This provides you both with a clear, shared record of the discussion.

The written record should be:

- concise and meaningful;
- accurate and balanced;
- consistent with the conversation;
- focused on relevant outcomes rather than every detail discussed;
- clear about actions and responsibilities; and
- forward-looking where priorities will continue into 2027.

The aim is not to create a lengthy report or transcript. The Progress Plan should capture the essential outcomes of the conversation in a way that is useful to both you and your team member.

Update the Progress Plan Form

Update the Progress Plan

At the end of the conversation use the Progress Plan form to record a summary of:

- key achievements and contributions;
- progress against priorities;
- work that changed or was not completed;
- development and support discussed; and.
- initial priorities for 2027.

Usually, your team member may update the Progress Plan following the conversation, with you, as the manager, reviewing and adding comments.

Suggested closing statement

“Following our conversation, please update your Progress Plan with a concise summary of the key outcomes by [date]. I will review it and provide any comments by [date], so we can complete the record by 30 November and finalise it for submission in December.”



Update the Progress Plan Form

Record feedback and recognition

Include concise comments that:

- recognise the team member's contribution and achievements;
- reflect the feedback discussed during the conversation;
- identify any agreed development areas; and
- describe the support you will provide.



A strong written comment usually includes:

- the achievement, behaviour or issue being discussed,
- one relevant example or piece of evidence,
- the impact or reason it matters, and,
- the agreed action, support, measure and/or timing.

Tip:

- Do not introduce new or significant feedback in the form.
- Written comments should be consistent with the conversation that has already occurred.
- Keep it concise.
- Write for shared understanding.
- Use plain language, a respectful tone and only information relevant to the Progress Plan.

Give feedback that helps development

The Progress Plan is a conversation about growth, contribution and purpose. It helps team members recognise progress, build on strengths, clarify priorities and identify meaningful development opportunities.

Feedback helps turn reflection into development. It enables team members to understand what they are doing well, how their contribution is making a difference and where they can continue to grow.

Feedback should be timely, specific and respectful. In the conversation, invite the team member's perspective before sharing your observations and agreeing next steps. On the Progress Plan form, capture the key messages and actions discussed using clear, balanced and evidence-based language.

The purpose is not simply to evaluate the past. It is to create shared understanding and support future growth, capability and contribution.

SUBMIT THE PROGRESS PLAN



The final step is to check that the Progress Plan accurately reflects the conversation, complete any required acknowledgements, and ensure the form is submitted by the nominated December deadline.

This stage should be straightforward if the conversation has taken place and the outcomes have been recorded by 30 November.

Submitting the form completes the formal process, but it shouldn't be the end of the conversation. Any priorities, development activities or support agreed for 2027 should be carried into regular check-ins, and you should follow through on the actions you have committed to.

The goal is to close the 2026 process with a fair and useful record—and begin 2027 with shared expectations, clear actions and a commitment to ongoing conversation.

What you need to do to submit the form

How?

You can submit your form via the following methods:

1) Professional Staff:

SUBMIT

2) Academic Staff:

SUBMIT

Or you can email your form to the Learning and Development Team at

learning@acu.edu.au



Submit the Progress Plan

Confirm completion and plan the next check-in

Once the form has been submitted:

- confirm that it shows as completed or submitted;
- let your team member know that the process is complete;
- retain a note of any actions that need to occur in 2027;
- add manager-owned actions to the appropriate work plan or reminder system; and
- schedule an initial 2027 check-in.



Suggested completion message

“Thank you for completing your 2026 Progress Plan. The form has now been finalised and submitted. Our agreed priorities and actions will provide the starting point for our conversations in 2027. We will review progress and confirm any outstanding priorities at our first check-in.”



Tips

- Submission of the form should not be the end of the conversation.
- Transfer agreed actions into a practical follow-up mechanism.
- Schedule the next discussion while the commitments are current.
- Follow through on development, support or clarification promised during the conversation.
- Revisit the plan if responsibilities or priorities change during 2027.

What if I can't complete the Progress Plan process?

If you and your team member cannot reach agreement when completing the Progress Plan process you can reach out to your P&C Business Partner for assistance.



For staff on leave or unavailable

Where possible:

- complete the conversation and form before the leave commences;
- agree on an alternative completion date if this is not possible;
- document the revised arrangement;
- avoid submitting content that the team member has not had a reasonable opportunity to review; and
- complete the process as soon as practicable after the team member returns.



Tips

- Follow up early rather than allowing an outstanding action to remain until the deadline.
- Keep a short list of forms that are not yet complete and the reason for delay.
- Escalate system access or workflow issues promptly.
- If the team member has changed roles or managers, clarify who should finalise the plan.
- Seek P&C Business Partner advice where the matter involves a significant disagreement or complex employment issue.

What a good Progress Plan looks like



Concise

It captures the most important outcomes without reproducing the entire conversation.



Specific

It includes meaningful examples, outcomes, actions and timeframes.



Balanced

It recognises achievements while documenting changed or incomplete work appropriately.



Contextual

It acknowledges significant changes, dependencies and barriers where relevant.



Constructive

It describes development areas and feedback in a way that supports improvement.



Shared

It reflects the two-way conversation and includes staff member and manager responsibilities.



Forward-looking

It provides an initial direction for 2027 and identifies the next steps.





Bringing It All Together

The Progress Plan is more than a form or a year-end task. It is an opportunity for you and your team to pause, recognise contributions, reflect on what has changed or not progressed as expected, and agree on a clear way forward.

The process does not need to be complicated. A little preparation, a thoughtful two-way conversation, a concise record of the outcomes and timely submission are all that is needed.

Most importantly, the value of the Progress Plan comes from what happens beyond the form: regular feedback, continued support, shared accountability and ongoing conversations throughout the year.

Keep it simple, make the conversation meaningful and follow through on what has been agreed.

*Feedback is most valuable when it is offered with respect,
received with curiosity and used to support growth.*



September 2026