

## Human Resources Policies and Procedures



**Policy Group: Human Resources**  
**Policy Subject: Professional Development**

**Policy No:**  
**19.01**

<b>Purpose:</b>	To document the policy/ principles and procedures for Professional Development.
<b>Scope:</b>	This policy applies to all continuing, fixed-term and long term casual Staff Members.
<b>Policy/ Principles:</b>	<p>The University is committed to ensuring that Staff Members are provided appropriate professional development to enable them to perform their roles effectively. Professional development links the University's organisational objectives/ strategies with the Staff Member's role and personal/ professional goals.</p> <p>Professional development is an integral part of the Staff Member's responsibilities and is both a legitimate and necessary work activity.</p> <p>The University will support the professional development of Staff Members by:</p> <ul style="list-style-type: none"> <li>encouraging development of Staff Members to effectively perform their role and deliver on their personal and professional goals;</li> <li>providing opportunities to develop skills and knowledge required to meet performance expectations;</li> <li>maximising the value of developmental activities through sharing of skills and knowledge gained;</li> <li>enabling Staff Members to initiate and respond to change;</li> <li>recognising excellence;</li> <li>review, identification and development of internal and external learning and development opportunities intended to support the needs of Staff Members and the University; and</li> <li>providing adequate resources and support for individual development and professional development programs.</li> </ul> <p>In accordance with the University's goal of providing equal employment opportunities for all Staff Members, supervisors will be sensitive to the special needs of individual Staff Members arising from different career histories or histories of special disadvantage.</p> <p>Professional development activities may be broadly categorised as follows:</p> <p><b>Organisational</b> needs including: induction of new staff; promoting networking opportunities between staff in different areas; recognising excellence; preparing staff for change; training staff for new duties and positions; learning from internal and external experts; legislative or compliance requirements; and preparing staff to carry out more complex levels of responsibility in the University.</p>

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**Occupational** needs including: skills and knowledge connected with performing the duties of a specific position; maintaining professional expertise in the relevant occupation or discipline; extending professional expertise to encompass new developments in the area; and maintaining professional registration.

**Individual** needs including: job satisfaction; skill development; and professional career paths.

Professional development opportunities that may be available/ appropriate include:

### On-the-job Training

On-the-job training may be appropriate where locally customised practises and resources are used. For activities such as learning the tasks of a new position, updating systems and processes, learning new technology, adapting to new legislation, job rotation, multi-skilling, higher duties, project work and membership of committees, on-the-job training can be initiated by the Staff Member and the supervisor.

### Occupational Health & Safety (OH&S) Training

All employees need to be provided with generic and specific OHS training, depending on what risks they may be exposed to in their place of work. From Day 1, all employees will provided with the support they require to develop the skills & knowledge on-the-job, in workshops and/or via computer based training.

### Equal Employment/Equity (EEO) Training

The EEO unit within Human Resources will ensure that staff are entitled to fair treatment in the workplace and fair access to employment benefits and conditions. Staff have the right to access training that is relevant to their job and support to develop the skills and knowledge required for current and future roles.

### Information Technology (IT) Training

The University Library provides access to IT training through workshops and online training modules. Availability of internal IT training should be sought in the first instance.

### Leadership and Management Development

Professional development activities of this nature, for both academic and general staff, are usually aimed at improving supervision, resource management, administrative skills, and leadership development. Staff Members and supervisors will coordinate this development through discussions as part of the Performance Development & Review process and at times throughout the year when performance expectations are being clarified and development needs identified.

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### Professional Development for Academic Staff

Academic roles require staff to develop knowledge and skill sets particular to their responsibilities as teachers and researchers. Staff are encouraged to identify their own areas of developmental need through ongoing critical reflection on the process and outcomes of their practice. However, through the Performance Review and Development Process, staff can work with their supervisor to identify their developmental needs, the strategies and support that can be made available to assist them to address these needs.

These may take the form of mentoring or coaching by a more experienced colleague; support to participate in formal programs of development offered by internal or external providers; or opportunities to participate in work place projects or activities designed to provide opportunities for them to develop the required knowledge and skills.

### Teaching and Learning

To support academic staff to develop their scholarship and skills in teaching the University maintains a range of formal programs and activities in which they can participate. The Foundations in (e)Learning and Teaching (FiELT) program is offered twice a year to provide staff new to the university with an introduction to learning and teaching. The Postgraduate Program in Higher Education provides staff with the opportunity to develop knowledge and skills in higher education learning and teaching and/or leadership and management, through a fully articulated suite of awards ranging from the level of a Postgraduate Certificate, through Postgraduate Diploma and Masters degree, to a PhD. In addition, the University offers a range of seminars, workshops, and tutorials to assist staff to develop knowledge and skills in particular areas (e.g., curriculum development and evaluation, teaching large classes, teaching on-line).

### Research

Academics are principally supported to develop their knowledge and skills in research within their divisions or departments, through a variety of means including research fora, mentoring programs, and the like. For specific help in the development of knowledge and skills in higher degree research supervision, opportunities are made available for staff to participate in the Colloquium in Research Supervision program offered by the Centre for Professional Development.

### Other Academic Activities

Development activities such as conferences, seminars, presentations and workshops may be coordinated and resourced within the Division.

### Professional Development for General Staff

Due to the variety of general staff skills and job requirements, there are many types of development activities that may be appropriate to address the identified needs. For example, development for handling conflict situations, improving interpersonal skills, business writing and customer service are needs that can be identified. These needs are usually discussed in the Performance

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Development & Review process when establishing performance expectations and identifying learning and development needs. These programs are coordinated through the Organisational Development Unit within Human Resources.

Other Development Opportunities

Macquarie University also provides funding in the form of grants and awards for Staff Members to further develop their skills including: Macquarie University General Staff Grants; and scholarships to MGSM for post graduate study.

**Procedures:**

*Supervisor*

Has primary responsibility for the management of professional development in the work area.

Will initiate development activities for the Staff Member as appropriate, based on the Staff Member's qualifications, area of expertise, knowledge, skill and prior experience.

*Staff Member*

Will identify personal/ professional goals as well as record and provide feedback on their progress.

Will actively participate in professional development opportunities provided by the University and assist in the development of other Staff Members.

**Planning Professional Development**

*Staff Member/  
Supervisor*

In accordance with University policy, the Performance Development & Review (PD&R) system will be the primary means of identifying the Staff Member's Learning and Development Plan.

Professional development needs may also be identified outside of the PD&R at the initiative of either the Staff Member or the supervisor.

Learning and development activities will be identified through discussions between the Staff Member and the supervisor. In planning the Staff Member's development needs, consideration should be given to the:

- Staff Member's Position Description;
- Staff Member's qualifications, knowledge, skills and experience;
- Staff Member's career aspirations;
- Strategic objectives of the University/Division/Office/Department;
- Operational objectives of the work area;
- Workload models; and
- Discipline profiles.

Discussion between the Staff Member and supervisor will highlight the performance expectations required in the Staff Member's role which will result in a Learning and Development Plan being prepared to address the learning and development needs and opportunities to support the Staff Member.

Professional development activities identified in discussions should have clearly

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<i>Supervisor</i>	<p>defined outcomes and be designed to cater for a range of learning styles.</p> <p>Following discussions, the supervisor will document the agreed professional development activities and outcomes and provide a copy to the Staff Member.</p> <p>Where the professional development needs have been identified through the PD&amp;R, the supervisor will follow the procedures in the PD&amp;R Policy.</p> <p><b>Record Keeping</b></p>
<i>Staff Member/ Supervisor</i>	<p>A copy of the documentation will be retained by both the Staff Member and the supervisor for the purpose of regular and continuous review, feedback and coaching.</p>
<i>Supervisor</i>	<p>Documentation will also be forwarded to Human Resources where it will be stored on the Staff Member's Personal file.</p>
<i>Human Resources</i>	<p>Documentation recording professional development activities may be reviewed by the Organisational Development Unit in Human Resources.</p>
<i>Human Resources</i>	<p>Will be responsible for maintaining records for all institutional-wide training and development; managerial and administrative support; MQ Leadership &amp; Management Development Program (including Certificate IV in Business); Occupational Health and Safety; Equal Employment Opportunity; Performance Development &amp; Review training; and General Staff grants and scholarships.</p>
<i>CPD</i>	<p>Will be responsible for coordinating academic development including: Foundations in Learning &amp; Teaching and Research Development Program and maintaining records as required.</p>
<i>Library</i>	<p>Will be responsible for coordinating Information Technology training and maintaining records as required.</p>
<i>Supervisor</i>	<p>Will be responsible for coordinating on-the-job training and maintaining records as appropriate.</p> <p><b>Coordination of Professional Development Activity</b></p>
<i>Human Resources</i>	<p>The Organisational Development Unit in Human Resources will (in consultation with CPD and key stakeholders):</p> <ul style="list-style-type: none"> <li>• Conduct annual training needs analysis;</li> <li>• Determine developmental needs within the University and work areas;</li> <li>• Identify development opportunities designed to meet the objectives of the University, work areas and the individual;</li> <li>• Develop and maintain the Professional Development Curriculum;</li> <li>• Coordinate University-wide professional development;</li> <li>• Provide support and assistance to develop plans/ programs for</li> </ul>

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<p><i>Head/ Supervisor</i></p> <p><i>Human Resources/ CPD</i></p>	<p>professional development that arise outside of the Professional Development Curriculum.</p> <p>Resourcing for Professional Development</p> <p>Staff development activities can be planned for and funded locally through allocation of specific budgets defined in the budget setting process.</p> <p>Institutional wide professional development will be provided through Human Resources , the Centre for Professional Development and IT Training in the Library.</p>
<p><b>Definitions:</b></p>	<p><b>Agreement</b> means the Macquarie University Enterprise Agreement or other such similar industrial agreements or legislation as may replace it from time to time.</p> <p><b>CPD</b> is the Centre for Professional Development and has responsibility for academic development.</p> <p><b>Human Resources</b> means the University’s central Human Resources function.</p> <p><b>Individual Performance Plan</b> is the document within the Performance Development &amp; Review system that records the performance objectives and indicators during the discussion with a Staff Member and their supervisor.</p> <p><b>Learning &amp; Development Plan</b> is a part of the Performance Development &amp; Review system that records the planned learning and development activities required to support staff development.</p> <p><b>Long Term Casual</b> means a person who has been employed on a casual basis at various times in at least 3 of the preceding 5 semesters.</p> <p><b>Organisational Development Unit</b> is the work unit within Human Resources that has responsibility for institution wide staff training and development.</p> <p><b>Performance Development and Review System</b> is the University’s Performance Management system.</p> <p><b>Supervisor</b> means the person nominated by the University to whom the Staff Member is to report to with respect to work performance, duties and performance outcomes.</p>
<p><b>Responsible Officers:</b></p>	<p>Director, Human Resources</p>
<p><b>References and Further Information:</b></p>	<p>Macquarie University Enterprise Agreement 2006-2009  Macquarie University Performance Development and Review Policy  Macquarie University Outside Studies Program (OSP) Policy  Macquarie University Educational Leave Policy  Macquarie University OHS Training Policy</p>

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University/ Division/ Office/ Department Strategic and Operational Plans

**Related Forms:**

Performance and Development Review Form

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