

<b>Name of Policy</b>	<b>Learning and Development for General Staff Policy</b>	
<b>Description of Policy</b>	The Learning and Development for General Staff Policy is designed to set out the rationale underpinning staff learning and development and organisational training at ACU, elaborate the responsibilities shared by those who manage and participate in the training and development programs and identify areas of opportunity available for General Staff to develop knowledge and skills relevant to their current and possible future roles.	
<input type="checkbox"/> New Policy	<input checked="" type="checkbox"/> Revision	
<b>Description of Revision</b>	<i>Delete</i> Please type brief description of the deletion and specify information to be deleted	
	<i>Insert</i> Please type brief description of the insert and specify information to be inserted	

### Human Resources Directorate

<b>Policy and Revision Number</b>	
<b>Original Effective Date</b>	
<b>Review Due Date</b>	
<b>Revision Effective Date</b>	
<b>Senate Approval Date</b>	
<b>Vice Chancellor's Approval Date</b>	6 March 2008

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## **1. Background Information**

Australian Catholic University is committed to a working environment which enables staff to develop their skills and effectiveness within the University, and to promote improved performance in support of university goals and priorities.

## **2. Policy Statement**

ACU will provide opportunities for general staff to undertake relevant learning and development consistent with the Mission and supportive of the strategic directions of the University. These opportunities will have regard to University policies on Quality Management, Equal Employment Opportunity, Affirmative Action and Occupational Health and Safety.

## **3. Policy Purpose**

The purpose of this policy is to:

- define the responsibilities of managers and supervisors at all levels in organisational learning and development (Section 5.1);
- define the role of the Human Resources Directorate in co-ordinating the provision of organisational learning and development opportunities (Section 5.2);
- define the responsibility of the individual staff member (Section 5.3); and,
- describe the opportunities available for general staff to pursue their learning and development (Section 5.4).

## **4. Application of Policy**

This policy applies to all General staff at ACU who are employed on a continuing or fixed term basis.

## **5. Procedures**

### **5.1. Responsibilities of Managers and Nominated Supervisors**

The University, and specifically managers and nominated supervisors at all levels, are responsible for facilitating staff learning and development in their areas of responsibility. Managers and nominated supervisors, therefore, have an important role in:

- identifying the learning and development needs of staff under their leadership and direction. This can be achieved by observing performance, undertaking formal and informal discussions with staff, analysing performance in relation to expectations and completing, with the staff member, the Learning and Development Plan as part of the Performance Development Program;
- ensuring that staff in their area of responsibility undertake any compulsory training provided by the University to meet legislative and other requirements under the Compliance Training Policy;
- assessing and implementing cost-effective methods for meeting the learning and development needs of staff. Human Resources Directorate staff can provide advice and guidance in relation to options for consideration;
- arranging the provision of targeted organisational learning and development programs which meet the needs of specific work units and staff members, especially on-the-job training;
- foreshadowing new areas of developmental need in the workplace, especially in response to change, and feeding this information into processes designed to establish institutional training needs;

- evaluating the outcomes of staff learning and development and providing feedback to the staff they supervise in relation to their personal and professional development;
- ensuring equity principles are upheld in providing staff access to organisational learning and development opportunities;
- funding, where appropriate, the provision of learning and development programs which cater specifically for the relevant needs of individual staff members or teams, and which do not fit within the generic staff learning programs that are co-ordinated by the Human Resources Directorate;
- funding, from unit finances, where appropriate, the travel and incidental costs associated with attendance of staff under their leadership and direction at an approved training program; and
- encouraging use of study support provisions so that staff may acquire relevant formal qualifications.

It is the responsibility of senior managers to consider and make appropriate arrangements, including budgetary allocation, for the support of staff development within their Faculty/Directorate. Managers and supervisors will undertake training in relation to their role and responsibilities as outlined in the University Performance Development Program for general staff.

## **5.2. Responsibilities of Human Resources Directorate**

Human Resources staff are responsible for:

- determining priorities based on the established strategic directions of the University;
- providing advice and guidance for managers and supervisors to identify and meet learning and development needs of general staff;
- analysing and assessing the generic learning and development needs as identified by managers and supervisors at all levels through the Performance Development process;
- coordinating the provision of formal learning programs and developmental activities which are designed to meet the identified needs of general staff;
- facilitating the development and the ongoing coordination and the delivery of a university-wide induction program, in conjunction with managers and supervisors at all levels;
- providing resources and expertise as available in support of on-the-job learning and development;
- supporting the design and delivery of formal programs designed to meet the generic learning and development needs of general staff across the University;
- providing on-line learning opportunities in support of developmental needs and assisting the University meet its obligations under the Compliance Training Policy;
- co-ordinating the provision of formal management development programs;
- co-ordinating jointly with the Institute for the Advancement of Teaching and Learning the provision of generic programs suitable for both academic and general staff;
- managing the nomination process for selected staff to participate in the AV-CC staff development and training programs;
- evaluating learning and development programs for general staff in consultation with staff, managers and supervisors at all levels; and,

- ensuring equity principles are upheld in providing general staff access to organisational learning and development.

### **5.3. Responsibilities of Staff Members**

It is the responsibility of each individual General staff member to safeguard and develop their own knowledge and skills base to sustain their employability. Staff are, therefore, responsible for actively managing their own professional and career development. This may be achieved by utilising various channels of opportunity such as formal education; training; the development of skills and experience; and other developmental strategies such as exchange programs, acting arrangements, project work, etc, where such opportunities are available.

The University will endeavour to assist individual General staff members to achieve their developmental goals in directions which are relevant to the work of the higher education sector and ACU in particular. The University also provides retraining opportunities where possible in association with significant change processes or programs especially where these impact on operating systems and procedures.

In order to support the University in its efforts to assist staff achieve their development goals, all staff are expected to actively participate in the Performance Development Program for General Staff as a means of identifying training and development needs. The identification of strategies to meet these needs is the joint responsibility of the staff member and the manager or supervisor.

Staff are responsible for applying their knowledge and skills in the performance of their position responsibilities to ensure continuous improvement in the provision of effective and efficient service delivery. In order to achieve this goal, staff are expected to embrace a culture of learning and to actively work to develop their capacities utilising the opportunities that the University is able to support and through their own personal initiatives.

### **5.4. Organisational Learning and Development Opportunities**

The learning and development of staff is an ongoing process of potential benefit both to the University and staff. There are a number of ways in which learning and development can be facilitated. These include, but are not limited to:

#### **5.4.1 Coaching**

Coaching is a training and development intervention, conducted by a subject matter expert. It aims to improve the performance of an individual or a team so that they can be more successful and more easily accomplish their assigned tasks. Coaching most often takes place on-the-job at a time when a development need is identified, which can be addressed without the need for formal training.

#### **5.4.2 Mentoring**

Mentoring is a form of coaching in which an experienced person supports and guides a staff member's development via ongoing guidance, counsel and example. A mentor is usually someone other than the staff member's supervisor who agrees to enter into a mentor relationship with the staff member.

#### **5.4.3 On the Job Training**

On-the-job training is an option that is utilised to assist a staff member learn a new skill, and where attendance at a formal training course is not appropriate or available. Time needs to be planned to ensure that on-the-job training is achieved.

#### **5.4.4 Off-the-Job Training Courses**

Off-the-job courses are arranged to address learning and development needs and supplement coaching, on-the-job learning and other forms of development. The University offers programs to support manager/supervisor development and meet generic needs of general staff which are identified as part of the Performance Development Program and through other mechanisms for establishing training needs. In addition, external staff development and training providers, including the AV-CC, conduct various courses and programs that, at times, can be accessed to meet specific learning objectives.

#### **5.4.5 Special Work Assignments**

The provision of 'special' work assignments is a practical way for a staff member to develop key skills.

#### **5.4.6 Internal Transfers**

Transfers to other work units within ACU can provide another avenue for staff development. Approval for transfers to other positions which provide a staff member with an opportunity to develop additional knowledge and skills which will be of benefit to the University can be supported as an additional means of development.

#### **5.4.7 External Secondments**

Secondments to other organisations outside ACU can also provide an avenue for staff development. The approval of the relevant Directors and/or Deputy Vice-Chancellor is required prior to any secondment arrangement taking effect.

#### **5.4.8 Conferences/Seminars**

Attendance at conferences/seminars may also provide developmental opportunities. Maintaining up-to-date knowledge of current trends, best practice and networking with external professional colleagues can be achieved through attendance at selected conferences/seminars.

#### **5.4.9 Further Education**

The University provides support to staff to undertake further education through the provision of study support which enables staff to have access to time off work to attend classes or exams, and with financial assistance to assist defray the costs associated with formal study programs.

#### **5.4.10 Indigenous Staff Training and Development Support**

To specifically support and assist general staff members of Aboriginal or Torres Strait Islander background the University will grant an extra 50% of time release under study leave provision to support pursuit of accredited fee-based courses that are approved by, and relevant to the University.

#### **5.4.11 Membership of Professional Associations**

Membership and participation in the activities of professional associations provides another method of maintaining up-to-date knowledge of current trends, best practice and professional networks. Financial responsibility for such membership rests with the individual staff member.

**6. Policy Review**

The University may make changes to this policy and procedures from time to time to improve the effectiveness of its operation. In this regard, any staff member who wishes to make any comments about the General Staff Learning and Development Policy may forward their suggestions to the Director, Human Resources.

**7. Further Assistance**

Any staff member who requires assistance in understanding the General Staff Learning and Development Policy should first consult their nominated supervisor who is responsible for the implementation and operation of leave arrangements in their work area. Should further advice be needed, they should contact the Human Resources Consultant responsible for their campus.