



# Organisational and Staff Development Policy

## 1. Background

UNSW College (College) recognises that identifying and retaining talent, workforce planning, training and staff development are critical to the success of the College as an organisation.

## 2. Purpose

The College is committed to building and maintaining a highly skilled and motivated workforce and providing opportunities for training and career development. The College expects that training and development outcomes will be focused on ensuring that company objectives are achieved to the highest standard. The College also wishes to identify those employees who are vital to the success of the organisation, including future leaders.

## 3. Scope

This Policy applies to all employees of the College, including full-time, part-time, casual and fixed-term contract employees but excludes contractors and labour-hire employees. To the extent of any inconsistency between the terms of this Policy and a College Enterprise Agreement, the terms of the Enterprise Agreement will prevail.

## 4. Policy statement

All training and development activities undertaken in accordance with this Policy must be relevant to the functions and activities of each employee's role and to the College's organisational objectives. The objectives of this Policy are to:

- (a) ensure that employees have the skills and knowledge required to achieve the College's goals both now and in the future;
- (b) ensure that all areas of the College operate efficiently and effectively;
- (c) encourage training and professional development;
- (d) assist employees in performing their role to the best of their ability, with a view to creating greater job satisfaction and morale; and
- (e) enhance the potential of individual employees within their current role.
- (f) ensure that resilience and adaptability to change are core features of the College's organisational culture.

## 5. Training and Development Entitlements

### 5.1. Access to Training and Development entitlements

After at least six months of continuous service, employees may, subject to the terms and conditions of this Policy, access the training and development entitlements set out in Section 6. For employees with less than six (6) months' service, access to training and

development entitlements must be approved by the relevant Manager and Executive Team member on a case-by-case basis.

### **5.2. Contribution towards Training and Development costs**

Where approved in accordance with this Policy, the College shall pay for all (or part of) the costs associated with attendance at Training and Development activities.

### **5.3. Additional entitlements**

The College may offer training and development entitlements to an employee, above those set out in this Section 6, where the Training and Development activities meet a specific business need.

### **5.4. How to access Training and Development**

Employees wishing to access Training and Development entitlements must seek the prior written approval of their manager and satisfy the relevant requirements of the Training and Development Procedure.

## **6. Study Support**

### **6.1. Study Support Entitlements**

Where the College approves an employee to receive Study Support the maximum entitlements that can be approved are set out in Sections 6.1.1 and 6.1.2 below and summarised in the table at 6.1.3.

Please be aware that all entitlements in relation to Study Support are discretionary and any Study Support Agreement will indicate the quantum of the entitlement approved.

#### **6.1.1 Study Leave**

Where an employee is enrolled in Formal Training which includes compulsory face to face attendance and examinations, they may be entitled to:

- (a) up to half (0.5) an hour of study leave per one (1) hour of compulsory weekly class attendance, up to a maximum of four (4) hours per week. Study Leave for class attendance may not exceed sixteen (16) days per year; and
- (b) up to one (1) day of study leave per subject to prepare for and attend compulsory examinations.

Please note that Study Leave is not available to prepare for classes or assignments.

#### **6.1.2 Financial Assistance**

The College may reimburse up to 50% of Formal Training course fees or other approved study expenses, up to a maximum of \$10,000 per year.

### 6.1.3 Summary of study support entitlements

| Study Support Entitlement                | Quantum                                                                                                             | Requirements                                                                                                                                                   | Prerequisites                                  | Approved by                  |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------------------------|
| Study Leave (class attendance)           | Up to half (0.5) an hour per one (1) hour of compulsory weekly class attendance                                     | Formal study requiring weekly class attendance                                                                                                                 | Formal study; Study Support Agreement in place | Manager and Executive member |
| Study leave                              | Up to one (1) day of study leave per subject for the purpose of preparing for and attending compulsory examinations | Formal study with compulsory examinations                                                                                                                      | Formal study; Study Support Agreement in place | Manager and Executive member |
| Study Leave (assignments)                | Up to one (1) day of study leave per subject for the purpose of preparing assignments                               | Formal study with assessment requirements including Assignments                                                                                                | Formal study; Study Support Agreement in place | Manager and Executive member |
| Study Leave (online learning activities) | Up to half (0.5) an hour per one (1) hour of compulsory online learning activities                                  | Formal study with requirements for participation in weekly online learning activities (ie where participation is assessable and forms part of the final mark). | Formal study; Study Support Agreement in place | Manager and Executive member |
| Financial assistance                     | Up to 50% of Formal Training course fees or other approved study expenses, up to a maximum of \$10,000 per year     | Course fees paid upfront in full then 50% reimbursed by the College                                                                                            | Formal study; Study Support Agreement in place | Manager and Executive member |

### 6.2. How to access Study Support

To determine eligibility to receive Study Support please refer to the Study Support Procedure. All applications for Study Support must be incorporated into the annual



MyCareer@UNSW process and comply with requirements set out in the Study Support Procedure.

## **7. Training and Development Responsibilities**

### **7.1. Human Resources Responsibilities**

It is Human Resources' responsibility to ensure the effective implementation, co-ordination and monitoring of this Policy. Human Resources will also be responsible for:

- (a) collaborating with managers to deliver training and professional development activities;
- (b) collaborating with managers to ensure proposed Formal Training has sufficiently clear objectives and learning outcomes;
- (c) maintaining a log of training activities undertaken by employees in the organisation.

### **7.2. Manager Responsibilities**

Managers, in relation to their direct reports, are responsible for:

- (a) ensuring fairness and equity in the management of training and development;
- (b) providing opportunities for informal training;
- (c) preparing, in conjunction with the relevant employee, an appropriate training and development plan as part of the annual performance review process;
- (d) assessing and approving/denying any requests to access training and development entitlements;
- (e) supporting an employee's attendance at training and professional development activities; and
- (f) evaluating the effectiveness of training and development activities.

### **7.3. Employees' Responsibilities**

Employees are responsible for:

- (a) identifying and communicating their training and development needs to their manager;
- (b) actively participating in all compulsory and approved training and development activities.
- (c) providing feedback to their supervisor on learning outcomes; and
- (d) applying any new skills and/or knowledge in the workplace.

## **8. Types of Training and Professional Development**

### **8.1. Induction Training**

All new employees will receive a comprehensive induction upon commencement. The employee's Manager will coordinate this training so that new employees are familiar with College policies and procedures.



## **8.2. Professional and Technical Training**

Employees may access professional development or technical training of the following nature:

- (a) conferences, seminars, presentations and workshops;
- (b) completion of teacher training for academic employees; and
- (c) completion of further study relevant to an employee's role.

## **8.3. In-house Training and Professional Development**

Employees may access training and professional development programs run internally at the College and, where made available to the College employees, training and professional development training offered by UNSW Australia.

## **8.4. Compulsory Training and Professional Development**

In certain circumstances, employees will be required to attend compulsory training or professional development activities. This may be due to legislative obligations, professional obligations, role requirements or due to a performance improvement plan. Where the College runs compulsory training, all invited employees must attend, an example of training that may be compulsory is Work Health and Safety training.

## **8.5. Development Tools and Opportunities**

The College is committed to ensuring that, in addition to Formal Training, employees have access to other development opportunities, such as:

- (a) mentoring and coaching;
- (b) experiential and role-based development;
- (c) structured development programs; and
- (d) leadership development activities.

## **9. Talent Identification and Succession Planning**

The College is committed to a formal organisational talent identification process and ensuring effective managerial and administrative continuity by adopting best practice succession planning. Further details of which are set out in the Talent Identification and Succession Planning Procedure.

### **9.1. Talent Identification**

The College uses the following talent identification tools:

- (a) Employee Estimated Potential – which is a tool used to identify an employee's potential; and
- (b) Q4 – which is a tool used to identify those employees who could be a future leader and/or those employees with the potential to move into an executive position.

## 9.2. Succession Planning

The College has two succession planning processes, both of which are set out in more details in the Talent Identification and Succession Planning Procedure:

- (a) ADAPT – is a College process, which involves a bi-annual review of employees who have Executive potential.
- (b) General Succession Planning – covers all employees not captured by ADAPT including all key and critical roles.

## 10. Equity and Diversity

The College is committed to the goals of equal opportunity and affirmative action in education and employment. It aims to provide a study and work environment for employees that fosters fairness, equity, and respect for social and cultural diversity, and that is free from unlawful discrimination, harassment and vilification as determined by legislation.

In fulfilling this commitment, the College will:

- (a) foster a culture which values and responds to the rich diversity of its employees;
- (b) provide equal opportunity by removing barriers to participation and progression in employment and education;
- (c) promote clear and accountable educational and human resources policies and procedures to engender trust between managers and employees;
- (d) ensure that its employees are aware of their rights and their responsibilities.

To achieve these goals, the College depends on the continued co-operation of all employees. The College Staff Code of Conduct sets out the expectations of employees and affiliates with respect to their professional and personal conduct.

## 11. Roles, responsibilities and delegations

| Role                                   | Responsibility                                                                                                                                                              |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Approver                               | The Chief Executive Officer is responsible for the approval of this Policy.                                                                                                 |
| Responsible Officer                    | The Head of Human Resources is responsible for the implementation, dissemination, and review of this Policy.                                                                |
| Contact Officer                        | The Human Resources Manager is responsible for the day-to-day implementation of this policy and is the first point of contact for all enquiries that relate to this Policy. |
| Employees, Supervisors, and Executives | College employees, supervisors and executives are responsible for assisting in the implementation of and adherence to this Policy.                                          |

## 12. Definitions

| Definitions and Acronyms     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Development                  | Development means the acquisition of technical and behavioural skills which may include, without limitation, communication, conflict resolution, people management and leadership, and inter-personal skills.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Enterprise Agreement         | Enterprise Agreement means the UNSW College Education (Teaching Employees) Enterprise Agreement 2019.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Formal Training              | <p>Formal Training means learning that takes place through a structured program of instruction and is accredited or linked to the attainment of a nationally recognised AQF qualification (for example, Certificate IV, Diploma, bachelor's degree or postgraduate qualifications). Formal Training must be delivered by a Formal Training Organisation and can be delivered in a variety of ways including:</p> <ul style="list-style-type: none"> <li>(a) on campus, including full-time and part-time study pattern; and</li> <li>(b) off-campus, including online delivery or distance learning as study patterns.</li> </ul>                                                                                                                                                                                     |
| Formal Training Organisation | <p>Formal Training Organisation means organisations authorised to deliver Formal Training, including:</p> <ul style="list-style-type: none"> <li>(a) Registered Training Organisations (RTOs) authorised by the Australian Skills Quality Authority (ASQA) and the government accrediting authorities in Victoria and Western Australia to issue AQF qualifications in vocational education and training;</li> <li>(b) Non-self-accrediting higher education providers authorised by the Tertiary Education Quality and Standards Agency (TEQSA) to issue AQF qualifications in higher education; and</li> <li>(c) Self-accrediting universities and higher education providers authorised by the Tertiary Education Quality and Standards Agency (TEQSA) to issue AQF qualifications in higher education.</li> </ul> |
| MyCareer@UNSW                | MyCareer@UNSW – is the College's system for managing annual goal setting and performance review and development process.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Non-Formal Training          | Non-Formal Training means a learning that takes place through a structured program of instruction but does not lead to the attainment of an AQF qualification or statement of attainment (for example, in house professional development programs conducted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|                         |                                                                                                                                                                                                                                          |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         | by a business). Non-Formal training should have clear goals, objectives and outcomes for the participant.                                                                                                                                |
| Study Support           | Study Support means where the College assists employees enrolled in Formal Training by study leave and/or financial assistance, where approved in accordance with the Organisational Development Policy and the Study Support Procedure. |
| Study Support Agreement | Study Support Agreement means an agreement between the College and an employee setting out the Study Support approved and any related conditions.                                                                                        |
| Technical training      | Technical training means training or professional development which is specific to the key responsibilities and the essential qualifications and experience of a particular position as defined by the position description.             |
| Training                | Training is a process where employees acquire new knowledge, understanding and skills within their expertise.                                                                                                                            |

| Related Policy Documents and Supporting Documents |                                                                                                                                                                                              |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Policies                                          | <ul style="list-style-type: none"> <li>• Staff Code of Conduct</li> </ul>                                                                                                                    |
| Procedures                                        | <ul style="list-style-type: none"> <li>• Training and Development Procedure</li> <li>• Study Support Procedure</li> <li>• Talent Identification and Succession Planning Procedure</li> </ul> |

### 13. Policy Governance

| Organisational and Staff Development Policy |                         |
|---------------------------------------------|-------------------------|
| Category/Business Group                     | Human Resources         |
| Published Externally (Yes/No)               | No                      |
| Approver                                    | Chief Executive Officer |
| Responsible Officer                         | Head of Human Resources |
| Contact Officer                             | Human Resources Manager |
| Effective Date                              | 9/01/2024               |
| Next Review Date                            | 9/01/2027               |
| Version                                     | 3.0                     |

### Revision History

| Version | Approved by                               | Approval date   | Effective date  | Sections modified                                                                               |
|---------|-------------------------------------------|-----------------|-----------------|-------------------------------------------------------------------------------------------------|
| 3.0     | Chief Executive Officer - Sarah Lightfoot | 09 January 2024 | 09 January 2024 | Change of Policy template to reflect the new College Branding Guidelines.                       |
| 2.0     | Emma Drummond and Glenn Jacob             | 01/02/2018      | 01/02/2018      | Revisions to paragraph 6 and a new paragraph 7 to provide further information on Study Support. |

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