
Staff Development Policy

Human Resources Policy Group

1 Purpose

The Staff Development Policy aims to support and assist the development of individual staff and thereby enhance the University's performance by contributing to the achievement of its strategies, meeting its Treaty obligations and promoting its values.

The policy covers individual and group responsibilities for staff development, study assistance for staff members enrolling in tertiary study, expectations with regard to processes relating to development planning, and equity considerations.

2 Organisational Scope

The Staff Development Policy is a University-wide policy, which applies to all permanent staff members, and those employed on a fixed-term employment agreement of greater than 12 months.

3 Definitions

For purposes of this policy, unless otherwise stated, the following definitions shall apply:

Development Plan/Career Development Plan:	A Development Plan/Career Development Plan is a statement agreed at least annually between a staff member and their manager, which sets out the directions for a staff member's development, identifies the resources that are to be allocated for that development, and the timeframe for development.
Internal Provider:	Internal providers include any areas within the University that offer opportunities for staff development.
Manager:	A manager is any person who has full Human Resource responsibilities for direct reports, which includes: the Senior Leadership Team; Heads of School; Central Service Unit Directors; Central Service Unit Associate Directors/Managers; Directors of Institutes and Centres; School Managers; and Faculty Managers.
Performance Development and Career Planning process:	The Performance Development and Career Planning (PDCP) process is the annual process whereby staff members and their managers develop and agree plans for the year.
Staff Development:	Staff development refers to the range of activities that improve individual staff skills and knowledge in ways that improve their ability to undertake their job and which increase job satisfaction, performance and staff retention. Activities include: tertiary qualifications; training courses, workshops and programmes; coaching; mentoring; conferences.

Tertiary Study:	Tertiary study includes any post-compulsory study.
Tuition Fee:	Tuition fee component of course fees not including compulsory levies or other charges.

4 Policy Content and Guidelines

4.1 Principles of Staff Development

The Staff Development Policy is based on the following principles that should be adhered to by all those responsible for its implementation:

- (a) Staff development activities should contribute to the achievement of the University's strategic objectives;
- (b) The University's development planning processes are the primary means of identifying and addressing the learning and development needs of staff members;
- (c) Staff development is a legitimate form of work activity;
- (d) University planning documents (e.g., Strategic Plan, Investment Plan) provide high-level priority and specific focus areas for staff development activities;
- (e) Some staff development activities may be mandatory as a consequence of employment agreements, legislation, and/or University policy;
- (f) Permanent staff members and those employed on a fixed-term agreement of greater than 12 months are eligible for staff development;
- (g) Access and participation by staff will be based on identified needs and must be equitable;
- (h) The development of staff is a responsibility shared by individual staff members, supervisors, managers, and internal providers;
- (i) Staff are required to take responsibility for their own learning, to develop personal goals, to record and reflect on their own development and to assist in developing others; and
- (j) Providers of staff development should ensure that activities meet an agreed development need, have clearly defined outcomes, and be designed to cater for a range of learning styles.

4.2 Aims and Objectives

- (a) The aim of the Staff Development Policy is to assist the development of each staff member and therefore enhance the University's performance.
- (b) The objectives of this Policy and associated development activities are to:
 - i. Support the University's strategic objectives;
 - ii. Enhance the performance of staff members;
 - iii. Enable staff members to enhance the necessary knowledge, skills and abilities to perform their duties;
 - iv. Enhance the recruitment and retention of high quality staff;
 - v. Provide support for career advancement;
 - vi. Maintain and increase job satisfaction;
 - vii. Develop the ability of staff to initiate and respond constructively to change; and
 - viii. Maintain and improve organisational effectiveness and efficiency.

- (c) Consistent with these objectives, the various internal providers of staff development activities will develop, implement and monitor an annual programme of activities.

4.3 Responsibility for Staff Development

4.3.1 Policy Implementation

Managers are primarily responsible for implementing this Staff Development Policy by ensuring that staff members are given appropriate opportunities to develop. These opportunities are managed in accordance with the [Conflicts of Interest Statute](#) and within Finance and HR delegations.

4.3.2 Responsibilities of Managers

Managers are responsible for:

- (a) Analysing the development needs of the unit and individual staff members, and ensuring that each staff member has a current development plan to meet these needs;
- (b) Making sufficient budgetary provision (see 4.6 Budget) for staff development for their staff, and ensuring that staff members are released for approved activities; and
- (c) Advising on and promoting staff development opportunities and supporting the application of new knowledge, skills or abilities in the workplace.

4.3.3 Responsibilities of Internal Providers

All internal providers of staff development activities are responsible for:

- (a) Proposing specific staff learning outcomes, priorities and processes to the Senior Leadership Team;
- (b) Developing and implementing a programme of staff development activities;
- (c) Monitoring and evaluating staff development activities and reporting on their effectiveness to the Senior Leadership Team;
- (d) Assisting managers and supervisors in identifying and analysing staff development needs, and evaluating the effectiveness of staff development activities; and
- (e) Developing relationships and communicating with other internal providers so as to provide a co-ordinated and integrated approach to staff development.

4.3.4 Responsibilities of Individual Staff Members

The effectiveness of any staff development activity is highly dependent on the positive participation of the individuals involved. Staff members have a responsibility to develop their knowledge, skills and abilities to enhance performance in their role. Staff members are required to:

- (a) Use the appropriate performance and development process to discuss development needs with their manager;
- (b) Advise their manager if they believe that specific needs are not being met;
- (c) Seek opportunities to enhance their knowledge, skills and abilities required in their current role; and
- (d) Provide feedback on the usefulness of staff development opportunities.

4.4 Study Assistance for Staff Members Enrolling in Tertiary Study

- (a) The University supports and encourages staff members in the achievement of formal qualifications related to enhancing the necessary knowledge, skills and abilities to perform their current or future roles. Study assistance is a privilege granted at the discretion of the University in the interests of appropriate development for the staff member and overall organisational performance.
- (b) Study assistance may be comprised of a contribution to the tuition fee and/or leave to attend classes and examinations.
- (c) Detailed guidelines are set out in the document [Study Assistance Guidelines for Staff Members Enrolling in Tertiary Study](#).

4.5 Equity and Diversity

Staff development should be accessible on an equitable basis, should promote the principles of equity and diversity, and should reinforce the University's equity and diversity objectives.

Where appropriate, development opportunities should accommodate any specific needs of underrepresented groups or draw attention to equity and diversity issues.

4.6 Budget

Organisational units should allocate budget for staff development from the funds under their control. The minimum provision shall be a proportion of the salary budget as established in the University budget parameters annually.

Each internal staff development provider will submit an annual budget for University-wide staff development activities and implement it appropriately when allocated.

5 References:

[Academic Staff Collective Agreement](#)

[General Staff Collective Agreement](#)

[Conflicts of Interest Statute](#)

[Equity and Diversity Policy](#)

[Fees Statute \[relevant year\]](#)

[Finance Delegations](#)

[Guide to HR Delegations Framework](#)

[Study Assistance Guidelines for Staff Members Enrolling in Tertiary Study](#)

Previous version: [Staff Development Policy](#)

6 Approval Dates

This document was originally approved on: 29 April 2008

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7 Approval Agency

The Vice-Chancellor

8 Policy Sponsor

Director, Human Resources

9 Contact Person

Note: Please contact your Manager or your Human Resources Manager/ Human Resources Advisor if you have any questions about this policy.

The following person may be approached in relation to this Policy:

Manager, Organisational Development

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