



ORGANISATIONAL AND PROFESSIONAL DEVELOPMENT POLICY

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Relevant Legislation & External Documents:			
Audience:	Public		

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1 Purpose of Policy

1. The University of Wollongong recognises that the ability to fulfil its vision, purpose and strategic plan relies on fostering an environment which develops staff and encourages the highest quality standards. This commitment includes:
 - a. providing career pathways for our staff to optimise their performance and build our capacity to drive UOW's future forward;
 - b. maintaining our strong workplace culture and commitment to people;
 - c. implementing robust and universal performance and career planning;
 - d. supporting effective leadership at all levels;
 - e. promoting collaboration, teamwork diversity and inclusive practices;
 - f. maintaining workplace health and safety at the highest standards; and
 - g. supporting our staff in balancing their University roles and responsibilities with their personal lives.
2. This commitment is reflected in a broad range of initiatives supporting current and emerging development needs. Initiatives are regularly evaluated and where necessary revised to ensure effective targeting of effort and resources.

2 Definitions

Word/Term	Definition
Organisational Development	Developing the organisation and its people to function effectively in order to achieve short and long term goals and objectives. Organisational development focuses on ongoing improvement within a constantly changing environment.
Professional Development	Enhances staff members' or teams' knowledge, skills and attitudes relevant to their current work or to future roles.
Career Development	Focuses on assisting individuals with the progression of their career in the context of their work, and lifelong learning.

3 Application & Scope

1. The Organisational Development Policy covers organisational development strategies, professional and career development initiatives for members of Academic and Professional Services Staff appointed on a permanent or limited term basis. For Professional Services staff the initiatives only apply to Casual staff where specifically identified.
2. The University of Wollongong is committed to the individual development of staff who are encouraged to continue their development throughout their career at UOW. The University recognises that this development is integral to both personal job satisfaction and reward and to the advancement of the organisation. This commitment is outlined in the UOW Strategic Plan 2016-2020 (Strategic Plan).

4 Aim

1. This policy aims to set out a framework for effective organisational development. Outcomes will include:
 - a. an enhanced ability to meet University strategic goals;

- b. development of leadership capabilities;
- c. ensuring the health and well-being of the organisation and its staff;
- d. strengthened capacity for system and process improvement;
- e. retention of high performing staff;
- f. regular and continuing opportunities for all employees to formulate meaningful and achievable career plans and goals;
- g. a supportive climate and open communication style that encourages participation of staff and management in the design and revision of organisational, professional and career development systems;
- h. increased capacity of staff to initiate and respond constructively to change;
- i. enhanced team effectiveness and productivity; and
- j. engaged workforce.

5 Roles & Responsibilities

1. The effective implementation of organisational, professional and career development is the joint responsibility of the organisation, managers/supervisors and individual staff members.

Organisation

2. The responsibilities of the organisation are:
 - a. provide support and guidance on organisational development both to individuals and managers;
 - b. provide internal professional development opportunities that help meet the University's Strategic Plan;
 - c. develop and promote career development initiatives;
 - d. provide support and leadership development opportunities for all staff who are responsible for leading or managing others;
 - e. monitor the effectiveness of organisational development strategy; and
 - f. provide advice and support for ongoing change initiatives.

Managers/Supervisors

3. The responsibilities of managers and supervisors are to:
 - a. ensure that all staff receive appropriate initial training and induction;
 - b. assist staff members to develop their performance, both in their current role and in meeting the changing requirements of their role, in order to contribute effectively to their unit or divisional plan;
 - c. assist staff members to regularly define, develop and refine their career goals, skills, attributes and responsibilities (career planning);
 - d. identify group/team development needs;
 - e. evaluate the effectiveness of training and development undertaken by staff; and
 - f. conduct annual Performance Planner/Agreement (Professional Services Staff) or Performance Enhancement and Career Development Record (Academic Staff) discussions with staff.

Staff Members

4. All members of staff are responsible for:
 - a. identifying their development needs (in consultation with their manager/supervisor);
 - b. discussing and prioritising their professional and career development needs with their manager/supervisor within the context of the needs of the Unit;
 - c. seeking out and participating in forms of professional and career development that will assist in meeting agreed needs;
 - d. applying new knowledge and skills in their work as appropriate;
 - e. actively participating in Performance Planner/Agreement (Professional Services Staff) or Performance Enhancement and Career Development Record (Academic Staff) discussions with their manager/supervisor;
 - f. commitment and willingness to develop skills in order to keep up to date with relevant technical and professional areas; and
 - g. undertaking any statutory training that is required by the University.

6 Organisational Development Strategies

1. The University has implemented a range of overarching organisational development initiatives which may include:
 - a. leadership development programs;
 - b. mentoring and coaching;
 - c. reward and recognition strategies;
 - d. Performance Planner/Agreement (Professional Services Staff) and Performance Enhancement and Career Development Record (Academic Staff);
 - e. provision of in-house and on-line professional development to support individual and organisational learning and skill development (including specialist areas of teaching and learning, research and information technology);
 - f. study leave for Academics;
 - g. support for Executive Deans, Faculty Executive Managers and Directors in the implementation of change management initiatives;
 - h. leadership surveys; and
 - i. the UOW Workforce Survey.
2. The University conducts a range of regular Training Needs Analysis activities resulting in a core curriculum of training programs available to all staff. These programs will address training needs and skill requirements of staff at all levels. Programs are promoted via the web and internal newsletters. Training initiatives include:
 - a. structured group training;
 - b. one-to-one consultations (including mentoring and coaching);
 - c. consultancies to meet specific needs of units;
 - d. seminars;
 - e. on-line programs; and
 - f. support for attendance at external programs.

3. Training programs are complemented by support for development of individuals through a range of initiatives (e.g. study time, study leave, study allowance, postgraduate sponsorship) which may include financial support and/or release from duties to attend study, conferences etc. These programs are regularly reviewed and advertised to staff. In each case, staff must satisfy the relevant criteria to be eligible for the support provided.
4. Career mobility initiatives encourage the broadening of staff members' skills and experience, offering opportunities for growth and change and thus expanding career path potential. Career mobility initiatives include but are not limited to placements on secondment, job rotation and job exchange. The University policy on secondments is contained within the Recruitment and Selection Policy.

7 Evaluation

1. The impact of the Organisational and Professional Development Policy is evaluated to:
 - a. determine effectiveness/outcomes of the organisational and professional development initiatives; and
 - b. identify improvements and drive continuous improvement.
2. Both University and internal performance indicators have been identified to measure the direct and indirect impact of professional and organisational development initiatives. These include:
 - a. engagement and commitment to UOW goals and values – (measured via UOW Workforce Survey);
 - b. learning and development perceptions (measured via UOW Workforce Survey);
 - c. participation in Performance Planner/Agreement and Career Development Record processes;
 - d. voluntary employee initiated turnover; and
 - e. satisfaction/beneficial rating of programs.

8 Version Control and Change History

Version Control	Date Effective	Approved By	Amendment
1	13 July 2010	Administrative Committee	First Version – replaces Career Development Policy & Career Mobility Guideline
2	26 August 2010	Vice-Principal (Administration)	Updated to reflect divisional name change from Personnel Services to Human Resources Division
3	5 June 2013	Vice-Principal Administration	Reviewed as per Policy Directory Review Date. New evaluation provisions and Professional Services updates.
4	1 November 2015	Chief Administrative Officer	Policy reviewed to reflect current practice. General staff changed to Professional Services Staff
5	08 September 2017	Chief Administrative Officer	Reviewed as per policy schedule – minor amendments