The University of Queensland is dedicated to the pursuit of learning for its staff and students and strives to continually improve the provision of learning opportunities.

The University’s Staff Development Policy was initially implemented because of the high value that the University places upon its staff, and the acknowledgment that staff are central to the University’s endeavours. As an organisation dedicated to learning, extending the capability of its staff is one of the University’s key commitments.

The Policy aims to assist the development of each individual and thereby enhance the University’s general performance as well as raise its status as a quality employer.

With a focus on developing staff capability, the performance of staff in their current jobs is enhanced; at the same time they are also being prepared for potential future roles.

This policy will be reviewed by the USDC as part of the transition from HUPP to Policy and Procedures Library (PPL) in 2011.

The University’s Staff Development Policy derives from the high value placed by the institution upon its staff and the belief that they are central to the University’s endeavours.

The University Staff Development Committee

The University Staff Development Committee (USDC) is responsible for the development of a comprehensive staff development policy and program for The University of Queensland. The terms of reference for the University Staff Development Committee are described in the Staff Development Policy as:

• to develop policy on staff development for the University;
• to assess training needs, especially having regard to outcomes from the performance appraisal process;
• to advise on the needs of both academic and general staff members in staff development and training;
• to approve courses/programs proposed to be included in the staff development curriculum;
• to propose an annual budget for central staff development activities and deploy it appropriately when allocated;
• to coordinate the University’s professional staff development programs with programs which are external to the University (such as those run by Australasian Tertiary Education Managers Association (ATEM) etc); and
• to report to the Vice-Chancellor and submit an annual report to Senate.

The USDC represents all staff and guides the Staff Development Program on their behalf. The University is grateful to the individual members of the committee (see back page) for their valuable contribution to this very important agenda.

The Staff Development Team

The Staff Development Team assists the University Staff Development Committee in meeting its commitment to the University’s staff. In 2010 the Staff Development Team was reallocated to the Human Resources Division to complement the organisational development function. Late in 2010 Cheri Teale retired after many years of contributing to this crucial work.

The Staff Development Team rose to the challenges of 2010 by continuing to deliver the Staff Development Program despite:

• the ITS Server room fire which disabled the University’s operational systems such as Aurion, UniFi, and SI-net, preventing training on these systems for many months
• the loss of the regular training seminar room, due to staff accommodation needs (We thank International House for offering the use of their training venue at short notice and at a reasonable rate).
Outputs for 2010

The central Staff Development Program is a valuable resource that provides a wide variety of training courses to a diverse range of participants. The 2010 Staff Development Program delivered 726 courses, with a total expenditure of $488,299. Figure 1 illustrates the number of staff accessing courses by staff group and course category. Figure 2 indicates the level of satisfaction reported in post-course evaluations by participants.

Staff also took up the opportunity to use USDC funding to supplement the cost of external training, such as those delivered by the Association for Tertiary Education Management. Five Promoting Women Fellowships were taken up in 2010, totalling $75,000.

Figure 1: Attendance for the University Staff Development Program in 2010

NOTE: “Other” are staff who do not fit into the other categories including adjunct staff and volunteers. External Staff are non-UQ staff such as Staff Club employees.

Figure 2: Evaluation by participants

NOTE: Level of Agreement ranges from 1-5 where 1 represents Strongly Disagree and 5 represents Strongly Agree.
New offerings in 2010

**Career Progression for Women**
In 2010 a new program, Career Progression for Women, was piloted. The aim of the program was to facilitate the promotion of academic women and enhance their leadership capabilities. Of the 30 women who participated in the course, four achieved academic promotion, two received awards for teaching excellence and two were awarded ARC Future Fellowships. Feedback from the pilot will be used to shape the next program scheduled for 2011.

**Emerging Leaders**
The Emerging Leaders Program was first introduced in 2009/2010 to enhance the leadership and management capability of academic and senior professional staff across the University. The success of this program has lead to another partnership agreement between the USDC and UQ Business School to develop and present the 2011/2012 Emerging Leaders Program.

**Commencement of Staff Development Review**
A Review of Staff Development at UQ started mid-2010 and initial findings will be delivered to the USDC at the first meeting in 2011. Work on the review will continue into 2011, aimed at a revitalised Staff Development Program for 2012.

**Induction Staff Expo**
The New Staff Expo replaced the previous induction program sessions and offered staff a more interactive experience. After listening to key speakers new staff had the opportunity to learn about different services within the University by visiting market stalls and engaging with other staff.

**Organisational Development Team**
A new team is forming in Human Resources in 2011, incorporating the staff development coordination function and the organisational development function. The team’s priorities for 2011 are to continue to deliver the Staff Development Program and other development activities, complete the Review and start implementing its recommendations to deliver a revitalised Staff Development Program for 2012.

**Early Academic Career Development Program**
A proposal for an Early Academic Career Development Program was endorsed in principle by USDC in November 2010, and a steering committee will be formed to develop a pilot for 2011.

**New programs for 2011**
Following the success of the pilots, the Emerging Leaders and Career Progression for Women programs will be run in 2011.

Outlook for 2011

University Staff Development Committee Members 2010

* Membership of the Committee changed mid-year.

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<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Professor Alan Rix</td>
<td>Pro Vice-Chancellor (Chair)</td>
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<tr>
<td>Ms Shard Lorenzo</td>
<td>Director, Human Resources</td>
</tr>
<tr>
<td>Professor Alan Lawson</td>
<td>Pro-Vice-Chancellor (Research and International)</td>
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<tr>
<td>Professor Merrilyn Goos</td>
<td>Director, TEDI</td>
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<td>Dr Ann Stewart</td>
<td>Director, The Equity Office</td>
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<td>Professor Susan Hamilton</td>
<td>President Academic Board</td>
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<tr>
<td>Ms Donna Hannan</td>
<td>Deputy Director (Operations) Australian Institute for Bioengineering and Nanotechnology</td>
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<tr>
<td>Professor Louise Hickson</td>
<td>Head of the School of Health and Rehabilitation Sciences and Co-Director of the Communication Disability Centre</td>
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<tr>
<td>Mr Robin Jones</td>
<td>Maintenance Manager, The Asset Services Section, St Lucia</td>
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<tr>
<td>Ms Cheri Teale</td>
<td>Organisational Development Manager, Human Resources (Secretariat)</td>
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