UQ’s approach to staff development

The University is dedicated to the pursuit of learning, and is itself required to be a “learning organisation”, so that it can continually improve the learning opportunities it offers its students. Staff development is a vital investment in the performance of our staff and University.

The University Staff Development Program (SDP) is developed, delivered and continuously monitored in a way that ensures the program balances:

- the needs of the University with the needs of individuals
- a focus on staff performing their present duties effectively with a focus on staff preparing for future changes and more senior responsibilities
- the needs of staff at all levels of the organisation.

University Staff Development Committee

Responsibility for the maintenance and continuous improvement of the Staff Development Policy and the SDP rests with the University Staff Development Committee (USDC), which advises the Vice-Chancellor.

The USDC held an afternoon tea to thank and talk with the 117 coordinators and presenters who deliver the SDP. The program would not exist without the expertise and goodwill of these volunteers.

The University is grateful to the individual members of the committee listed on the last page for their valuable contribution to this agenda.

Organisational and Staff Development Team

The Organisational and Staff Development Team supports the USDC to meet its commitment to the University’s staff.

In early 2011 the Staff Development Team (Sharon Ezzy, Diane Jones, Elizabeth Vasiljevic) moved to the JD Story Building to be with Human Resources and the new Organisational and Staff Development Manager (Denise Carew) and new Organisational Development Consultants (Samantha Carruthers and Louise Wedgwood).

Due to the damaging floods in January, many of the regular training venues were unavailable up until September. The re-scheduling of many hundreds of courses during this crisis period was achieved through the outstanding efforts of our course coordinators and Staff Development Team. Thank you to International House staff who continued to provide a training venue throughout the year.

The new Learning and Innovation Building is due to open mid-2012 and will provide a contemporary and thoughtfully designed learning space for UQ Staff.

“Our workforce underpins all that we do across learning, discovery and engagement. Our workforce strategy is based on our commitment to a high performance culture; recruiting the best staff; retaining excellent people through reward and recognition; enhancing development and performance management schemes; improving staff communication; and promoting wellness and active living.”

Source: Realising the UQ Advantage, Strategic Directions and 2011 – 2015 Plan
Outputs for 2011

The 2011 Staff Development Program delivered 729 courses, with a total expenditure of $486,360. Figure 1 describes the proportion of staff accessing courses by staff group and course category. Figure 2 indicates the level of satisfaction reported by participants in post course evaluations (refer last page).

Staff Development Program Review

On behalf of the USDC, the Organisational and Staff Development Team reviewed the University Staff Development Program in early 2011. Progress was made throughout the year toward longer term goals through achievements such as the:

- SDP website upgrade,
- increased emphasis on the role of Content Managers for each of the portfolio areas within the USDP,
- introduction of an expression of interest process for popular courses in 2012,
- development of a new evaluation form for 2012.

OH&S Audit and Training

The University undertook to train senior managers in their occupational health and safety responsibilities. Nine courses were attended by a total of 207 senior managers.

Promoting Women Fellowships

Four Promoting Women Fellowships, designed to strengthen the Fellow’s research profile or assist in demonstrating leadership potential, were taken up in 2011, totaling $60,000.

Early-Career Academic Development Program Pilot

Under the guidance of a steering group, a program was piloted to develop the career potential of the Early-Career Academic cohort (post doc to level B) within the Faculty of Engineering, Architecture, Information and Technology (n=21), and the University of Queensland Diamantina Institute (n=10). An evaluation was completed and a three year plan devised to disseminate the program further across the University.

Emerging Leaders Program

A cohort of 27 staff participated in the Emerging Leaders Program and engaged in training through UQ Business Downtown. The USDC negotiated with the Business School to approve a 20% reduced fee for courses undertaken through the Emerging Leaders Program.

Career Progression for Women Program

Following the completion of the 2010–11 pilot program, another 22 academic women at Level C aspiring to promotion took part in the 2011–12 program. Feedback from the pilot informed the design of the second program. The first two modules were successfully delivered in 2011, receiving positive feedback. The third and final module will be held in March 2012. To date seven participants from the two programs have achieved promotion to Level D. The current participants’ other achievements during the program include appointment as Deputy Head of School, appointment as Associate Dean Academic, a teaching excellence award, two discipline-specific awards, a UQ Early Career Researcher Grant and a Queensland International Fellowship.

External Training

Staff took up the opportunity to use USDC funding to supplement the cost of external training. For example, 82 staff took part in an Association for Tertiary Education Management course. The USDC paid 50% of their enrolment.

New offerings

Heads of School Development Program. Based on research completed in 2011, a development program will be negotiated with HoS in 2012 with implementation planned for 2012.

A Leadership and Management Development Initiative will begin in 2012. It will assist to develop leadership behaviours at all levels of the organisation including academic staff undertaking team leadership activities and professional staff (HEW Levels 1 to 10).

A review of the existing Recognition and Development Program resources for professional staff will see the launch of a new form, new courses and more online resources in 2012.

The need to offer skills development training for presenters of the SDP led to the innovation of a new course, Effective Course Facilitation, which will be delivered in collaboration with Teaching and Educational Development Institute, beginning in 2012.
Figure 1: Attendances for the University Staff Development Program in 2011

Number of attendances in 2011 by staff group

- Professional Staff: 6295
- Academic Staff: 2352
- External Staff: 526
- Other: 480

NOTE: The total number of attendances was 9653. Other are staff who do not fit into the other categories and include adjunct staff and volunteers. External Staff are non-UQ staff such as UQ Sport.

Number of attendances in 2011 by course category

- Occupational Health & Safety & Environment: 1786
- People: 3079
- Teaching and Learning: 341
- IT & Systems Training: 3400
- Research: 1047

Figure 2: Evaluation by participants

Evaluation Data for 2011

NOTE: Level of Agreement ranges from 1 representing Strongly Disagree to 5 representing Strongly Agree.

<table>
<thead>
<tr>
<th>Course Category</th>
<th>IT and Systems Training</th>
<th>OHS and Environment</th>
<th>People</th>
<th>Research</th>
<th>Teaching and Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>I can see how to apply this learning to my work</td>
<td>4.46</td>
<td>4.34</td>
<td>4.35</td>
<td>4.38</td>
<td>4.41</td>
</tr>
<tr>
<td>The benefits justified the time spent attending</td>
<td>4.41</td>
<td>4.33</td>
<td>4.32</td>
<td>4.24</td>
<td>4.35</td>
</tr>
<tr>
<td>What is your overall rating of this training?</td>
<td>4.17</td>
<td>4.13</td>
<td>4.19</td>
<td>4.05</td>
<td>4.15</td>
</tr>
</tbody>
</table>

University Staff Development Committee Members

<table>
<thead>
<tr>
<th>Committee Role</th>
<th>Name</th>
<th>Position (if different from Committee Role)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Professor Alan Rix</td>
<td>Pro-Vice-Chancellor</td>
</tr>
<tr>
<td>President, Academic Board</td>
<td>Professor Kaye Basford</td>
<td></td>
</tr>
<tr>
<td>Pro-Vice-Chancellor (Research and International)</td>
<td>Professor Alan Lawson</td>
<td></td>
</tr>
<tr>
<td>One Head of School</td>
<td>Professor Louise Hickson</td>
<td>Head of School, Health and Rehabilitation Science</td>
</tr>
<tr>
<td>Director, Human Resources</td>
<td>Ms Shard Lorenzo</td>
<td></td>
</tr>
<tr>
<td>Director, Teaching and Educational Development Institute</td>
<td>Professor Merrilyn Goos</td>
<td></td>
</tr>
<tr>
<td>Director, Equity Office</td>
<td>Dr Ann Stewart</td>
<td></td>
</tr>
<tr>
<td>A Faculty Executive Officer or Deputy Director of an Institute</td>
<td>Ms Donna Hannan</td>
<td>Operations Manager, Australian Institute of Bioengineering and Nanotechnology</td>
</tr>
<tr>
<td>A professional staff member nominated by PSCC staff representatives</td>
<td>Mr Robin Jones</td>
<td>Maintenance Manager, St Lucia Campus</td>
</tr>
<tr>
<td>An academic staff member nominated by ASCC staff representatives</td>
<td>Associate Professor Peter McDermott</td>
<td>Associate Professor, TC Bernie School of Law</td>
</tr>
<tr>
<td>Manager, Organisational Development</td>
<td>Ms Denise Carew</td>
<td></td>
</tr>
<tr>
<td>Secretariat</td>
<td>Ms Samantha Caruthers</td>
<td>Organisational Development Consultant</td>
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