SCOPE
This procedure applies to all academic, professional, and trades and services staff at Australian campuses, herein collectively referred to as ‘you’ for the purpose of this procedure.

PROCEDURE STATEMENT
The University is committed to providing staff with access to staff development opportunities that will enable continuous learning and career growth in line with individual aspirations and University goals. The University's goals include being recognised internationally for excellence in research and scholarship and as an excellent employer in all respects.

Research Services provides researchers with information about a range of development opportunities to support research excellence.

The University’s Office of Learning and Teaching supports the advancing of excellence in education at Monash by providing high quality, systematic, strategic and targeted learning and teaching support.

Monash HR’s Staff Development Unit (SDU) provides a range of courses, workshops, programs and services to support organisational excellence and career development through team and individual learning. Other providers of development programs and services to support organisational excellence include Diversity and Inclusion, Occupational Health and Safety, eSolutions, and the Library.

The purpose of this procedure is to describe the responsibilities of the University (‘us’, ‘our’ or ‘we’) and staff with respect to administering and managing Staff Development courses and workshops.

1. Identifying development needs
1.1 Procedures for staff development are continuous and related to present and intended future performance. Discussions about staff development and applications for courses and workshops may take place at any time during employment but the most thorough review of development needs will probably take place during the performance development review.

1.2 During the review you and your supervisor will discuss what learning and development is required to enable you to improve your performance in your current role and to prepare for anticipated future roles and work. These discussions should include consideration of:

• the medium to long term goals of the University;
• the present and future capability requirements of the work unit, faculty or division;
• any probationary requirements linked to development;
• regulatory or compliance based training needs;
• professional accreditation requirements;
• your current level skills, knowledge and behaviour;
• longer term career development options (12 months to 3 year planning);
• available staff development opportunities (internal and external);
• applicability of development tools such as 360 feedback;
• budgetary and resource constraints; and
• staff access and equity issues.

1.3 In certain instances some developmental activities may be restricted to certain classifications of staff, or to specific groups of staff where particular needs have been identified. Any criteria restricting access should be made available to you on request and have regard to our Equal Opportunity Policy.

1.4 You should provide information concerning your reasons for seeking particular courses, workshops or other development programs prior to the performance development review so that your supervisor has a clear appreciation of your development aspirations.
1.5 Your supervisor should:

- check prior to the review that resources related to any likely developmental needs are identified and are available for use (this will save time and avoid disappointments if agreed developmental actions are unavailable);
- advise you that any agreed development arrangements are recommendations only and that they will be reviewed by senior staff with responsibility for determining where resources should be deployed;
- ensure that the timing of any recommended training and development will not unduly interfere with the operations of the work unit;
- advise their Head of Unit of their recommendations for staff development and the reasons underlying the recommendations; and
- ensure our policies concerning equal opportunity, equity and diversity are given appropriate consideration during discussions and deliberations.

1.6 The Head of Unit should:

- assess the applications and recommendations of the supervisor and determine development priorities;
- ensure that where a decision is made not to proceed or to delay a recommended developmental activity provide feedback to the supervisor;
- ensure that the timing of learning and development activities does not unduly interfere with the operations of the unit and that budget restrictions are met;
- obtain the support of an appropriate human resources consultant from the SDU in assessing overall training needs for the department, where required;
- ensure alignment of staff development decisions with the unit's operational and succession plans; and
- provide their Dean or Executive Director with details of their proposed staff development actions, expenditures and resourcing as required.

1.7 Where the Dean considers that there are reasons why a proposed staff development action should not take place, or may be delayed, this advice will be given to the Head of Unit, who will advise those involved of the reasons for the cancellation or postponement of the development proposals.

2. Booking into scheduled courses and workshops

2.1 Once you have authorisation to attend a course or workshop, you should register for the course(s) of interest as soon as possible as course places are limited. To do this you must:

- go to myDevelopment to find and register for the course;
- select one of the following payment options where a course fee is charged
  - SAP cost centre and fund code (available from your finance officer), or
  - invoice (if from a unit that does not use SAP); and
- ensure that your application to attend training is lodged by the course registration closing date (7 working days prior to course commencement).

2.2 Monash HR will send you two emails in response to a course registration:

- a ‘receipt of application’ email - to confirm that the application has been received and successfully lodged; and
- a ‘confirmation of registration’ email - to confirm date, time, venue and so on at least one week prior to course commencement.

2.3 In the event of a course being fully subscribed, Monash HR will:

- place you on a waiting list and notify you of the situation; and
- inform you if a place becomes available.

2.4 Monash HR will not provide refunds to you, unless the notification of inability to attend is given at least one week prior to course commencement and Monash HR is able to replace you with another staff member. Alternatively you may be transferred to the next available course.

2.5 If you fail to give at least one week's notification of inability to attend, all course monies will be forfeited and no transfers permitted.

3. Arranging customised learning solutions

3.1 Supervisors, Heads of Unit and managers of administrative units should contact SDU for:

- advice on the range of customised learning solutions available;
- free initial consultation;
- quotation of fees for programs, including coaching and mentoring (charged on a cost recovery basis); and
- referrals to suitable facilitators for local development initiatives including retreats and strategic planning days.
3.2 Supervisors, Heads of Unit and managers of administrative units should confirm the request for a customised learning solution by submitting a Tailored Learning Solution Request Form.

3.3 Monash HR will charge the work unit for customised learning solutions at an agreed rate using one of the payment options outlined in section 2 above.

4. Attending courses and workshops

4.1 Prior to attending courses and workshops, you should check the location of the various car parking facilities at each campus.

4.2 You should note that:
   - there are parking restrictions that apply across various campuses;
   - you are responsible for making your own parking arrangements;
   - you must comply with local restrictions; and
   - parking fines or infringements may be issued to vehicles that do not adhere to parking restrictions.

4.3 If you are attending courses and workshops, you should not absent yourself from a course or workshop once it is commenced, except for in exceptional circumstances.

5. Evaluating courses, workshops and customised learning solutions

5.1 If you attend a course or workshop, you are expected to complete an evaluation form and forward copies to your supervisor and the training provider.

5.2 The training providers should:
   - evaluate each course and workshop that they deliver;
   - maintain evaluation records; and
   - report evaluation outcomes to Staff Development.

5.3 Monash HR should:
   - use the evaluation process and records as part of an ongoing quality assurance process; and
   - implement in-depth evaluation procedures for major staff development programs to ensure that the skills and knowledge are applied competently.

5.4 In the case of customised learning solutions, Monash HR should:
   - work with the Head of Unit, supervisor or manager to identify the desired learning and development outcomes;
   - ensure that the training provider’s evaluation methods are consistent with the desired learning and development outcomes; and
   - liaise with the Head of Unit, supervisor or manager following delivery of the customised learning solution to determine if the desired learning and development goals were achieved.

6. Recording and reporting training activities

6.1 You should:
   - record all course attendances in your performance development portfolio so that your development activities and achievements are taken into account during your performance review meeting; and
   - record the details of any tertiary qualifications gained on Employee Self Service (ESS).

6.2 Monash HR should:
   - record all course and workshop attendances on the Monash HR Information System, SAP;
   - report course and workshop non-attendances to your supervisor;
   - use attendance reports to help monitor and project course demand; and
   - provide course and workshop attendance reports to the Chief Human Resources Officer as required.

6.3 The Head of Unit, Dean or Executive Director can contact the HR Reporting team or their HR Business Partner for training reports from SAP as required.

7. Breach of procedure

7.1 We treat any breach of our policies or procedures seriously. We encourage reporting of concerns about non-compliance and manage compliance in accordance with the applicable Enterprise Agreement or contract terms.
### DEFINITIONS

<table>
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<tr>
<th>Term</th>
<th>Description</th>
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<tbody>
<tr>
<td>HR Business Partner</td>
<td>A key member of the Monash HR Business Partnering community and provides strategic advice, guidance and solutions that underpin key client goals, HR strategy and organisational vision to a particular client group.</td>
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| Performance development process | A planning and review cycle that supports staff to develop their performance, reach their full career potential and to achieve their work goals. The process has three design principles:  
- growth, where every staff member has opportunities to develop through personal and professional activities;  
- feedback, where every staff member has regular, meaningful performance conversations with their supervisor and engages in a process of giving and receiving feedback; and  
- accountability, where every staff member has clearly identifiable and documented performance development plans and is aware of their contribution toward faculty, campus and University goals. |
| Staff development | Staff development refers to the institutional policies, programs and activities that facilitate and support staff in acquiring the skills, knowledge and attitudes required to undertake current and future responsibilities and roles, in ways that are consistent with the goals of the University. Staff development at Monash University includes:  
- acting at a higher level  
- career development awards and fellowships  
- coaching and mentoring  
- conferences and seminars  
- fieldwork  
- membership of committees, working parties or taskforces  
- mentoring  
- on-line training  
- on-the-job training  
- outside studies program (academic staff)  
- professional memberships, networks and associations  
- secondment  
- staff study support  
- training courses - internal and external. |
| Staff Development Unit (SDU) | Located within the Monash HR’s Centre of Expertise for Talent, Equity & Development, SDU provides advice and support to meet learning and development needs of individuals and work units, identify skill requirements including ICT for staff roles and functions, deliver customised learning programs for work groups, provide a courses calendar, and recommendations and referrals to suitable facilitators for local development initiatives including retreats and strategic planning days. |

### GOVERNANCE

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<thead>
<tr>
<th>Type</th>
<th>Details</th>
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<tbody>
<tr>
<td>Parent policy</td>
<td>Probation, performance and promotion</td>
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<tr>
<td>Supporting schedules</td>
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<tr>
<td>Associated procedures</td>
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- Performance Development Process: Academic Staff  
- Performance Development Process: Professional Staff |
<p>| Legislation mandating compliance |  |
| Category | Human Resources |
| Approval | Chief Human Resources Officer as delegate of the Chief Operating Officer - 6 November 2015 |
| Endorsement | Director, Workplace Relations - 6 November 2015 |
| Procedure owner | Director, Talent, Equity &amp; Development |</p>
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<th><strong>Date effective</strong></th>
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<td><strong>Review date</strong></td>
<td>6 November 2018</td>
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<tr>
<td><strong>Version</strong></td>
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<tr>
<td><strong>Content enquiries</strong></td>
<td><a href="mailto:ask.monash">ask.monash</a> or phone Monash HR on (03) 990 20400</td>
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