

QUT Staff Development Strategy 2007-2009

1. Strategy Statement

QUT is committed to building capacity by shaping and developing staff capabilities in keeping with the University's strategic direction outlined in *The QUT Blueprint* and top level plans.

The Staff Development Strategy seeks to further QUT's goals within an environment which engenders a sense of belonging, a spirit of innovation and a sense of ownership and pride in the University.

2. Definition

Staff development encompasses activities in which staff members engage to enhance their knowledge, skills and abilities to perform their current role and to build their personal and professional capacity to benefit themselves and the University.

This includes, but is not limited to:

- Specific development programs tailored for identified cohorts of staff, including academics, professional staff, senior staff, early career academics, mid-career academics, research staff, higher degree research students, new professors, women and supervisors;
- Individual development and coaching through feedback including strategic use of 360 degree surveying with the Quality Leadership Profile (QLP), 180 degree Supervisor Feedback, and the Performance Planning & Review (PPR) process;
- Professional Development Leave (PDL) for Academic Staff;
- Professional Development Program (PDP) for Professional Staff;
- Study Assistance Scheme (SAS) to encourage personal and professional development of staff;
- Opportunities to engage in external development and training programs and conferences; and
- Participation in internal secondments, external job exchange and/or collaboration with other universities or institutions.

3. Aims

The Staff Development Strategy aims to:

- support QUT's top level plans through providing development opportunities that reinforce and promote QUT's values and objectives, and develop those capabilities required for future readiness
- assist University staff developers to build capacity for academic, professional and senior staff through promoting a collaborative and integrated approach to staff development;
- foster high quality collaboration, interpersonal engagement and ethical behaviour and practices in QUT staff;
- ensure the principles of efficiency (return on investment), diversity, accessibility and recognition inform the development and assessment of programs; and
- encourage staff development at all levels and career stages.

4. Identifying Development Needs

Individual development needs are identified by the staff member in discussion and consultation with their supervisor, in particular, through the formal PPR process.

Identification of the development needs of staff should consider the external influences impacting upon the University in its business and academic accountabilities, funding and assessment requirements, and anticipated knowledge, skills and abilities needed for the future.

Staff development programs are aligned with the strategic organisational objectives and desired cultural values articulated in:

- *The QUT Blueprint* and QUT's strategic plans, with particular reference to the People and Culture Plan.
- The QUT *Code of Conduct*
- The Quality Leadership Profile (QLP) 360 degree feedback instrument which identifies factors most critical to leading and managing;
- The *Promotion of Academic Staff* policy
- *Teaching Capabilities Framework*
- Climate survey results
- Legislation for compliance such as Australian and New Zealand Information Literacy Framework (2007), anti discrimination laws, and health and safety legislation.

5. Development Providers

Training and development providers across the University have formed a Staff Development Network (SDN) to provide an integrated approach to the management of training and development opportunities for QUT staff.

The SDN reports to the SDN Steering Group which is jointly chaired by the DVC (Academic) and Registrar and includes Heads of Division/Department of each of the university staff development providers. The role of the Steering group is to identify strategic priorities for the provision of staff development programs at QUT and to endorse proposed annual development programs submitted by the SDN. The SDN is chaired by a Head of Department, nominated from the Steering Group.

6. Program Evaluation and Review

Evaluation and review is critical to ensuring that development programs remain current with the University's needs and direction and effectively deliver staff capability outcomes.

Staff development programs are evaluated using agreed and rigorous evaluation and review methodologies with recommendations used to inform the development and continuous improvement of future staff development offerings.

Evaluation and review of programs relate to the University's Key Performance Indicators (KPIs) against which the progress and success of QUT's top levels plans are assessed.