Career Development Scheme
(Academic Staff)

Staff Development

5th November 2003
1.0 Preamble

UNSW recognises that staff are its most valuable asset. Supporting academic staff to develop their careers is fundamental to the University's ongoing success. This policy provides a rationale and guidelines for a University-wide Career Development Scheme (CDS) with sufficient flexibility to meet local circumstances.

Three fundamental elements of any career development scheme are:

- Identification of work goals which support career aspirations and organisational strategic directions
- Access to developmental opportunities
- Support and feedback in achieving agreed goals.

It is the University's expectation that every work unit will implement and actively support the CDS. The certification of the UNSW (Academic Staff) Enterprise Agreement 2003 places legal obligation on the University to implement the scheme. (Refer to Clause 21, http://www.hr.unsw.edu.au/eb/acaeba03.pdf.)

Supervisors of general staff will also need to refer to the Workplace Planning and Career Development Scheme (General Staff) policy (WP&CDS).

2.0 Principles

The broad principles of the CDS are:

(a) The CDS is a professional development process which involves an annual discussion between a staff member and their supervisor or an alternative supervisor.
(b) Ongoing informal feedback should underpin the CDS and occur throughout the year.
(c) Participation in the CDS will replace the need for academic staff to apply for annual increments and participate in other performance reviews. Academic staff who do not participate in the CDS will be required to apply for an increment by completing the HR80 form (see Schedule 5 UNSW (Academic) Enterprise Agreement 2003).

Applications for accelerated progression must follow the process outlined in the UNSW (Academic Staff) Enterprise Agreement 2003, (Schedule 5).

The CDS will not be used for disciplinary purposes against an employee. The process for dealing with unsatisfactory performance of academic staff is set out in the UNSW (Academic Staff) Enterprise Agreement 2003.

3.0 Explanation of Terminology

Career Development

Career development is a lifelong process of developing skills, knowledge and attributes. Career development can support the requirements of a current position as well as focus on professional development for future career opportunities.

Career development support may be provided through many different types of activities. These may include on-the-job mentoring, SSP, acting in a higher position, special projects, research
activities, training courses, self-paced learning modules, relevant conferences, financial support for study and committee involvement etc.

**Supervisor or Alternative Supervisor**

The academic staff member will meet with their supervisor to discuss their work priorities and individual career plans. However, in some cases the supervisor may delegate this responsibility to other senior staff. Ultimately however, the Head of School/Budget Head must approve development goals where costs are involved.

**Career Development Scheme**

The CDS is a professional development process. Discussions may include accessing research grants, scheduling SSP, teaching awards or fellowships and promotion aspirations.

**Work Priorities**

Work priorities are work-related goals. They are statements which specify the aspects of work which will be the focus for the next 12 months.

Work priorities should balance the key requirements of the position and the career aspirations of the individual and be aligned with strategic and operational plans where appropriate.

**Development Goals**

A statement which clearly identifies a development need and defines what actions are to be taken to address this need.

Development goals can be written to support the requirements of the current position as well as future career aspirations.

**4.0 Operation of the Career Development Scheme**

The CDS comprises of 3 steps; a team briefing, an individual planning discussion and a feedback discussion.

**Step 1: Team Briefing**

The Team Briefing provides each supervisor with the opportunity to communicate the faculty and school/centre planning goals to all staff. This information may be communicated at a staff meeting, staff retreat or in writing.

**Step 2: Individual Planning Discussion**

Each academic staff member should meet annually with their supervisor or an alternative nominated supervisor to review the past 12 months and to discuss work in future years.

This meeting will result in a set of work priorities and career development goals which, wherever possible, are linked to the planning goals of the school and faculty.
Step 3: Feedback

A follow up meeting should occur at the end of each year to review progress towards achieving agreed outcomes in relation to the work priorities and development goals established in step 2.

5.0 Training and Further Information

The University provides supervisors and staff with training and support in implementing the CDS. Contact Staff Development via email at staff.dev@unsw.edu.au for resources, training and support available or visit the website www.staffdev.unsw.edu.au

Faculty and Divisional Human Resources Consultants may also be contacted to initiate CDS training and to provide assistance to staff and supervisors with the ongoing administration of the Scheme.