

# Staff Development Policy

## 1. Purpose and Scope

This policy outlines staff development opportunities for the Conservatory's higher education staff, and contributes to the culture of life-long learning. The Conservatory recognises that professional and capable staff underpin the achievement of strategic objectives.

This policy applies to all members of the Conservatory's higher education community.

## 2. Objectives

The Conservatory is committed to:

- supporting staff by providing or funding professional development opportunities within budget parameters
- encouraging staff to undertake scholarly activities to improve the quality of their teaching and maintain currency in their field
- promoting a culture of life-long learning
- retaining staff and maintaining job satisfaction

## 3. Implementation

The implementation of this policy will take account of other human resource policies, and provide fair and equitable access to staff development opportunities. Staff and supervisors are responsible for identifying professional development needs and discussing these with their supervisor.

The Conservatory aims to ensure that its staff remain professionally capable in ever changing work environments. Staff development activities will be linked to performance review processes and opportunities for promotion to assist staff in remaining current and developing their careers.

### 3.1. Responsibilities

The Conservatory recognises that staff members, supervisors, managers and executive personnel share the responsibility for professional development. The Academic Board has oversight of academic staff appointments and the Governance Board has oversight of non-academic staff appointments. The Human Resources Manager is responsible for implementation of this policy and is assisted by the Academic Director with regard to academic staff activities. The CEO is responsible for approving the annual staff development budget.

The Human Resources Manager will be responsible for general staff development processes and reporting, and will:

- undertake needs analyses
- disseminate staff development opportunities
- monitor the staff development budget
- keep a register of staff development activities
- liaise with the Academic Director regarding academic staff activities

The Academic Director will:

- encourage and promote scholarship and teaching and learning excellence

- monitor scholarly activities and collaborate with academic staff to build communities of practice
- promote research-informed teaching
- monitor staff workload and permit release to attend professional development activities, where possible
- disseminate relevant events and scholarly articles relevant to fields of study at the Conservatory
- seek opportunities to develop scholarly papers and publications in collaboration with academic staff
- liaise with the Human Resources Manager and provide advice regarding academic staff planning and activities

Academic staff will be required to:

- maintain a portfolio of teaching and learning practices, including a reflective journal on teaching
- participate in regular scholarly activities and collaborate with others
- participate in performance reviews and identify and discuss professional development needs
- undertake further studies, where relevant

Non-academic staff will be required to:

- participate in performance reviews and identify and discuss professional development needs

### **3.2. Staff Development Activities**

There are a range of staff development activities that will be supported by the Conservatory. In the main, these will arise from performance review discussions. However, the Conservatory will proactively circulate various staff development activities and scholarly opportunities as they arise. These may include conferences, teaching and learning workshops or seminars and other opportunities relevant to staff members' fields of study. Other general skills-based activities such as innovations in technology and the like will also be distributed and staff will be encouraged to attend, where it is relevant to their position.

Academic staff are required to undertake scholarly activities to keep up-to-date with knowledge in their discipline area and teaching and learning methodologies. Staff will be actively encouraged to undertake scholarly activities such as:

- presenting at or attending conferences and seminars that are relevant to the discipline area or teaching and learning
- publication of papers at conferences, in journals or other avenues
- maintaining relevant professional registration and practice activities and integrating this knowledge into teaching and learning practices and the curriculum
- keeping abreast of literature, research and practice to inform teaching and learning practices
- upgrading qualifications where relevant
- improving teaching by recording strategies in a reflective journal as per student and peer feedback
- forming communities of practice with peers to improve teaching and promote scholarship

### **3.3. Funding**

Staff will be supported, within the annual budget, to attend staff development and scholarly activities. The budget for academic staff will be in the order of two per cent of academic staff gross salaries each year, but may vary depending on annual priorities, the number of staff seeking funding and the level of funding sought. The budget for non-academic staff will be set each year to support strategic objectives.

All academic staff development activity, including facilitation and development of teaching and learning workshops, approved staff absences from campus for purposes of meeting professional registration or accreditation requirements, attending professional meetings and approved staff development activities will be considered to be academic staff development for budgeting purposes.

Staff members must provide relevant tax invoices and receipts, where relevant, as evidence of expenditure.

Staff may apply for study leave to improve qualifications, which is to be negotiated with the Director of Higher Education.

## **4. Procedures**

### **4.1. Planning**

Mechanisms to ensure that staff development is planned appropriately is an important aspect of meeting staff development objectives. To assist with offering appropriate activities and identifying staff development needs, the following planning mechanisms will be undertaken:

- in-house skills activities will be planned for each calendar year
- regular external conferences, seminars and the like will be added to a schedule of staff development activities and circulated to staff
- application processes will be distributed and made easily accessible to staff
- online activities will be sought and made available to staff

### **4.2. Applications**

Individual plans will be developed as part of the performance review process. Staff will not need to present a case for activities that have already been approved.

For activities identified outside of the annual performance review process, staff will need to make an application by presenting a case for approval. Academic staff will also need to demonstrate how the proposed activity will contribute to the scholarship of teaching and learning. The amount of financial support offered to academic staff will take into consideration the workload for each course, and will be subject to budget constraints. If the application is not approved, a reason will be provided for rejecting the application.

### **4.3. Promotions**

Promotions will take account of performance reviews and staff development activities, as well as the experience and conduct of the staff member. A framework for academic promotions will be developed after the first year of delivering higher education courses. Consultation with staff will be sought to develop the framework, taking into account current practices within the sector. The Academic Board and Governance Board will be asked to endorse the framework.

## 5. Definitions

**Appointment:** the process of employing staff to a vacant position.

**Performance Review:** the performance development process for discussing achievements; whether staff are meeting performance targets; providing opportunities for improvement to staff performance and promotion; and career aspirations.

**Professional Development:** the process of improving staff capabilities through access to education and training opportunities.

**Scholarship or Scholarly Activity:** the discovery of new knowledge; development of new technologies, methods, materials, or uses; integration of knowledge leading to new understanding (adapted from Boyer).

## 6. Related Documents

The following policies and procedures are related to this policy:

- Staff Recruitment and Performance Policy
- Staff Grievance Policy
- Records Management Policy

## 7. Review

Three years from commencement.

## 8. Accountabilities

The Governance Board is responsible for review and approval of this policy, with input from the Academic Board.

The policy is to be implemented via induction and training of staff and distribution to students and the Conservatory’s higher education community via the website and other publications.

## 9. Revision History

Approval Authority	Contact Person	Revision Due Date	Revision Date	Approved Date	Version No.	Revision Description
Board of Directors	Chair	01/07/19		15/4/16	1	New document
Board of Directors	Chair	03/11/23	03/11/20	03/11/20	2	Approved