

# Induction and Development Program Guidelines

February 2022 - This document has been rescinded. It is replaced by the [Professional Development Policy](#) and information provided on the [Division of People and Culture website](#).

## Section 1 - Purpose

(1) These Guidelines describe how to manage the induction and development of newly appointed staff at Charles Sturt University (the University).

(2) The objectives of the Induction and Development Program are to:

- a. provide a planned and structured Induction and Development Program for all newly appointed staff;
- b. provide information about core business and the University Strategy;
- c. communicate clear expectations about performance;
- d. tailor the Induction and Development Program to the needs of the individual employee in his/her new role;
- e. set personal objectives linked to the University's key objectives;
- f. provide planned learning activities to develop the skills and knowledge needed for the position;
- g. provide support through mentoring, coaching and feedback; and
- h. encourage continual improvement through continual learning and reflective practice.

### Scope

(3) These Guidelines apply to all employees of the University.

## Section 2 - Glossary

(4) For the purpose of these Guidelines:

- a. Staff induction - is a planned process of introducing new employees to the University.
- b. Professional development - is "the process by which individuals increase their understanding and knowledge, and/or improve their skills and abilities, to perform better in their current positions or to prepare themselves for a position to which they can realistically aspire in the near future". (McCullough, R. C. 1987, "Professional development" in Training and Development Handbook: A Guide to Human Resource Development, 3rd edn, ed R.L. Craig, McGraw-Hill, New York, p. 37.)
- c. The Individual Development Plan - is a planned program of activities and learning opportunities to orient a new employee to the University and its expectations and develop the skills and knowledge needed for the position.

## Section 3 - Policy

(5) Nil.

## Section 4 - Procedures

(6) Nil.

## Section 5 - Guidelines

### Part A - Induction and Development Program

(7) The Induction and Development Program is a University-wide program that incorporates formal induction activity, workplace orientation and a work-based learning model to meet the developmental needs of staff.

(8) All employees commencing in a new position at the University will receive a planned Induction and Development Program to enable them to best contribute their existing skills, knowledge and experience to the requirements of that position. This program must be in place prior to the employee's commencement.

(9) The Induction and Development Program for all newly appointed continuing and fixed-term employees will include:

- a. an induction into the organisation;
- b. an Individual Development Plan outlining their planned learning program;
- c. support through a mentor or coach; and
- d. the opportunity to set personal objectives (linked to the University's key objectives) for their professional development, consistent with the position's duties and performance standards.

(10) All academic staff are required to participate in an integrated academic induction and teaching development program (see the Foundations of University Learning and Teaching web site).

(11) All existing Charles Sturt University's employees moving into new positions at the University or returning from extended periods of leave will receive a planned learning program and support based on a re-assessment of their learning needs. This will take the form of a review of their current performance management plans within their first six weeks in the new position (see also the Internal and Project Service Centre Secondment Policy).

(12) All casual staff will undertake a workplace orientation, be advised of their compliance and performance requirements, and receive an introduction to the tasks they are to undertake. This will be subject to an evaluation by the manager of the development needs of the individual appointment, the length of their employment, the hours employed, and the nature of the work being undertaken. NOTE: managers should ensure the casual appointee has the skills to perform the role prior to the appointment being made (see the online " Managers - resources and information to manage induction " on the Organisational Development web site).

(13) The program for non-University staff performing University work will be determined by the manager, subject to an evaluation by the University of the nature of the appointment and the work being undertaken on behalf of the University (see the online " Managers - resources and information to manage induction " on the Organisational Development web site).

(14) Honorary, visiting and adjunct staff will receive a general induction to the University, and the dissemination of information related to Environment, Health and Safety, Equal Opportunity and the Code of Conduct (see the online " Managers - resources and information to manage induction " on the Organisational Development web site).

(15) Staff employed by partners should be inducted by the partner. However, the University is responsible for the organisation of induction training for new employees, covering University academic policies and procedures and University Student Services Office requirements. Each Faculty or Division will develop strategies to address the

induction and development needs that are specific to the agreements it has in place with its partner organisations (see the online "Managers - resources and information to manage induction" on the Organisational Development web site).

(16) Under agreements with the NSW Police and with the theological colleges that are University's partners in the School of Theology, employees of these organisations who are accredited to teach in University programs have the status of academic staff of the University. They will therefore be subject to the induction arrangements for the University academic staff.

(17) Whilst the mechanisms of the Induction and Development Program (i.e. Individual Development Plans, objective setting, feedback, reflection and review) will all provide evidence that can inform the probationary process for new staff, it is not to be used for dealing with unsatisfactory performance. If an employee has failed to meet the standard of performance expected for the position occupied, then the manager should contact the campus Manager, Human Resources for advice.

## **Part B - Timeframe**

(18) The Induction and Development Program will occur in the initial period when an employee commences a new position. However, the length of the period will vary, depending on the nature of employment conditions and the complexity of the job.

(19) For fixed-term staff, the induction and development period will normally occur in the first six (6) months of employment.

(20) For general staff on probation, the period will run concurrently with and support the probation process.

(21) For continuing and fixed-term academic staff on probation, the period will precede the first academic probationary review.

(22) For internal transfers, secondments and appointments, the period will be shorter and will align with a review of the person's performance management plans. This will result in the development of a new performance plan and professional development plan (see also the Internal and Project Service Centre Secondment Policy).

(23) Managers will determine at what stage induction and development information will be provided to casual staff, i.e. if it will be provided prior to employment or on the first day. This will take into account the length of their employment, the hours employed, the nature of the work being undertaken, and the geographical location of the employee.

## **Part C - Responsibilities**

(24) The Division of People and Culture is responsible for the provision of the formal induction elements of the Induction and Development Program to all new continuing and fixed-term staff at the University. This includes:

- a. pre-employment contact (to inform new staff of the strategic directions of the University);
- b. a session on Day 1 of the new employee's service (to provide employment and compliance information);
- c. provision of Online Induction resources (to provide information on conditions of employment and responsibilities); and
- d. welcome functions and information sessions (to provide information about the University's organisational structure, functions and strategic direction).

(25) Each Division and Faculty is responsible for the induction and development of its staff, based on the mechanisms provided by the Division of People and Culture (i.e. Individual Development Plans, objective setting, feedback,

reflection and review). Their approach will include adaptation of induction and development responsibilities for the various target groups of staff, and strategies for implementing, monitoring, evaluating and reporting on induction and development activities.

## **Part D - The Manager**

(26) The manager (i.e. the person responsible for the probation and performance management processes) is responsible for the provision of a planned and structured Induction and Development Program for staff in his/her work team. The manager may delegate some of these activities to other staff but should be mindful of his/her accountabilities under the Academic Staff Probation Policy and the Performance Management Scheme Policy .

(27) The manager will ensure that, within the Induction and Development Program, all newly appointed continuing and fixed-term staff will:

- a. receive an orientation to the local workplace and be provided with clear expectations of the role, accountabilities and responsibilities of the position;
- b. be able to complete the activities relating to the compliance and legislative requirements of employment at the University (see Online Induction - Essential Information for New Staff);
- c. have access to regular feedback on performance and progress towards objectives, and support through coaching and mentoring;
- d. within the first six weeks of appointment and in conjunction with the manager, set objectives for their learning and development so they are able to perform as expected;
- e. receive an Individual Development Plan that outlines the development required and the resources available to assist in the learning process (see suggested Individual Development Plan template However, the manager has the discretion to determine the format of the Individual Development Plan); and
- f. be able to participate in the formal Induction and Development opportunities provided by the Division of People and Culture.

(28) NOTE: For induction and development of academic staff, see also the Academic Staff Probation Procedure.

(29) Checklists provide some direction for managers when planning and conducting induction and development activities (see Induction and Development Program: Checklists for Planning a Work-Based Program).

(30) The University Code of Conduct requires each new employee to be responsible for developing the skills necessary for the efficient performance of his/her duties (see Skills and Knowledge Requirements Template). The new employee is responsible for developing objectives (linked to the University's key objectives) and participating in activities to achieve these objectives. The responsibility for actioning the Individual Development Plan may be delegated to the new employee. However, he/she will need initial assistance from the manager with identifying whom to contact about what.

(31) All existing employees are to be aware of the principles underpinning the Continual Professional Development Framework and the Induction and Development Program. It is the responsibility of all staff to support the operation of, and participate in, these processes as required (e.g. as mentors, coaches, learning facilitators, service providers, team members).

(32) The Divisions and Sections that provide services to other areas of the University are responsible for the development of resources and activities to explain their service provision role. These resources and activities will support the workplace orientation, learning and development of staff in other Divisions and Faculties, and will be delivered to new employees at the request of the employee's manager.

## **Part E - Evaluation**

(33) The Division of People and Culture is responsible for the overall evaluation of the Continual Professional Development Framework, which includes the overall evaluation of the Induction and Development Program. Each Division and Faculty will provide, on request, evaluation reports to the Division of People and Culture.

(34) Each Division/Faculty will monitor the Induction and Development Program activities and report results annually against the Resource Management and Generation KPI of the University Strategy: "staff participation in Induction Programs".

## Status and Details

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<b>Unit Head</b>	Maria Crisante Executive Director, People and Culture
<b>Author</b>	Karen Lenihan
<b>Enquiries Contact</b>	Division of People and Culture +61 2 63384884