

2014 Organisational and Career Development Program



Acknowledgements

The 2014 Organisational and Career Development Program has been developed in consultation with various individuals and groups in the University.

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Information in this program is correct at the time of printing. Updated information may be found at the Office of Organisational Development website.

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Director's Introduction



Welcome to the 2014 Organisational and Career Development Program

The University is committed to providing career development opportunities for our staff to develop their skills, knowledge and capabilities. This year's Program offers a diverse suite of workplace specific, job relevant, practical and skills-based courses to support your career development at UWS.

Courses and training within the following topic areas:

- Leadership and Management Development
- Career Development
- Organisational Knowledge and Policies
- Diversity and Wellbeing
- Computer Software and Systems Training

Key programs in 2014 include:

Creating a Positive Culture@UWS for all staff. We are very excited to introduce this new program following a successful pilot with 60 participants late last year. The *Creating a Positive Culture@UWS* Program is held over 3 months and involves a series of workshops with a blend of learning activities designed to promote a positive culture at work and provide practical strategies and skills for enhancing well-being, resilience and optimal functioning. The Program introduces the core concepts of Positive Psychology using a strengths-based and evidence-based approach.

The Compass Program for all staff which aims to provide guidance, direction and support to navigate the various career development pathways

at UWS with a focus on performance planning and development. There are online tutorials, resources and workshops to help you get started.

The iManager Series recognises that UWS managers and supervisors have a key role and responsibility for ensuring they and their staff understand and apply the relevant legislation, policies, procedures and Staff Agreements; demonstrate and adhere to the University's values, ethics and Code of Conduct; and that all staff participate in the University's performance planning and development processes. There are a range of mandatory and helpful face to face workshops and online modules.

The Inspire Leadership Program enhances the leadership and management capabilities of Academic and Professional managers and supervisors and is a unique, comprehensive blended learning leadership development program that involves workshops, 360 degree feedback, peer mentoring, an action learning leadership project and access to the Harvard ManageMentor online learning resources.

The Academic Mentoring Program provides a unique opportunity for early career academics to be mentored by senior academic staff in learning and teaching, research or governance.

Contact the Organisational Development Team for help in identifying team or individual learning and development needs, for customised training to meet workplace requirements, to facilitate team building or planning sessions, or support for career planning and development.






Visit our website at uws.edu.au/od for more information on our Organisational Development services and programs. You can enrol in our programs through MyCareer Online (Staff Online).


I look forward to your participation in our programs.

Aggie Lim
Director, Organisational Development
Office of People and Culture

A guide to the 2014 Organisational and Career Development Program

This booklet provides you with information about the Office of Organisational Development (OD) and the range of professional and organisational development programs and consultancy services available. Details on how to enrol, learning objectives, dates and locations, are available in MyCareer Online, accessed via Staff Online. In this booklet:

| Section 1: About the Office of Organisational Development (OD) 'Making the Difference through Learning and Development' | | Page |
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| This section also includes information on: | | |
| • Learning and development opportunities and pathways | | 6 |
| • The UWS Capability Framework | | 13 |
| • Online Learning for Staff at UWS | | 14 |
| • The Compass Program for Career Development Planning and Review | | 14 |
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| Section 2: Learning and Development Programs | | 18 |
| This section provides details of the suite of 2014 Learning and Development Programs available to all UWS staff. OD is committed to professional and career development designed to enhance staff capabilities. | | |
| Topic Area: Leadership and Management Development |  | 18 |
| The UWS Leadership and Management Development Program is underpinned by UWS Leadership Values and a framework that reflects the essential leadership capabilities, attributes and behaviours a contemporary leader needs to be effective and successful in their leadership role. | | |
| Topic Area: Career Development |  | 20 |
| UWS encourages its staff to actively plan their careers and engage in career and professional development activities that will enhance their career prospects and job progression or promotion. Career management involves setting realistic goals that match your current capabilities and future career aspirations. The Compass Program will assist you to plan your work and learning and development goals. | | |
| Topic Area: Organisational Knowledge and Policies |  | 22 |
| Programs within this stream are designed to build your knowledge and understanding of legal obligations impacting your work at UWS. You will apply a range of UWS policies and procedures to enhance your effectiveness in University administration. | | |
| Topic Area: Diversity and Wellbeing |  | 24 |
| Valuing a diverse and harmonious workplace acknowledges that to be productive and happy we need to take care of ourselves and others to create work life balance and a culture of civility, respect and inclusion. This stream brings together OD Consultants and OD partners, internal and external, to present a range of programs covering Civility in the Workplace, Mental Health, Support for Students at Risk, Exploring Wellbeing as well as Stress Management. | | |
| Topic Area: Computer Software and Systems Training |  | 25 |
| This topic area offers both online and face-to-face training which includes a range of computer software courses in various systems specific to the UWS standard operating environment. | | |

| | | |
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| Topic area: Networks and Forums |  | 28 |
| Networks and forums provide an opportunity to discuss, network and share information relevant to a specific role. These meetings also provide an opportunity for professional development specifically aimed at certain roles. | | |
| Section 3: For Quick and Easy Access | | 29 |
| • How to Register | | 29 |
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Section 1: About the Office of Organisational Development (OD)

'Making the Difference through Learning and Development'

Who are we and what do we do

The Office of Organisational Development (OD) provides a range of professional and organisational development programs and services.

We recognise the importance of building the capacity, skills and professionalism of our people to contribute to the achievement of the University's strategic goals and priorities.

OD provides consultancy services for Schools and Divisional Units in planning, team development and implementing change processes. OD coordinates training by various UWS units and provides advice and support in the development and implementation of organisational and staff development initiatives.

OD also provides a suite of programs that build organisational knowledge, management and leadership capabilities, professional capabilities and team development and performance.

For further information contact one of our Organisational Development Consultants.

The Organisational Development Team

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Who Does What Directory

uws.edu.au/who_does_what/organisational_development



Left to Right: Kelly Lanfranca, Leone Cripps, Abigail Srinivasan, Phillip Marler, Carolyn Bennett, Dawn Ross, Gordon Grant, Aggie Lim, Dearn Richards, Ted Webber, Bev McSpadyen, Kathy Adam-Cross, Glenn Martin

Learning and Development @ UWS – Pathways

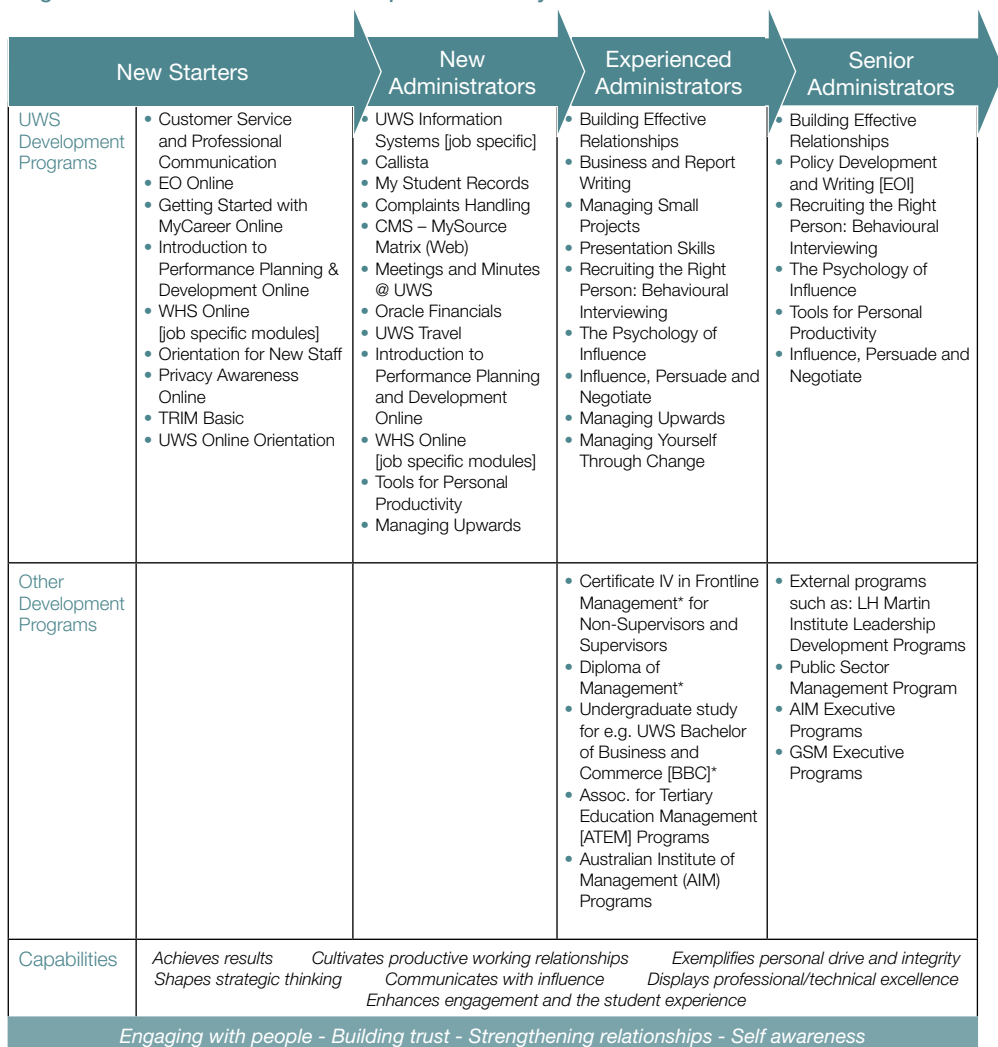
At UWS we are committed to the professional and career development of our people. OD programs are aligned to the University's Making the Difference Strategy, Our People 2015 staffing plan, the UWS Capability Framework, the Professional Development Policy and other relevant policies. The Organisational and Career Development Program is provided by OD and UWS internal and external partners. The programs align to building organisational strength and recognising and developing our people and the key capabilities of Communicating with Influence, and Cultivate Productive Working Relationships. To assist staff to plan and map their development, three Learning and Development Pathways which align with OD programs are outlined on the following pages:

UWS Administrative Development Pathways

UWS Technical Officers' Development Pathways

UWS Leadership and Management Development Pathways

Diagram 1: UWS Administrative Development Pathways

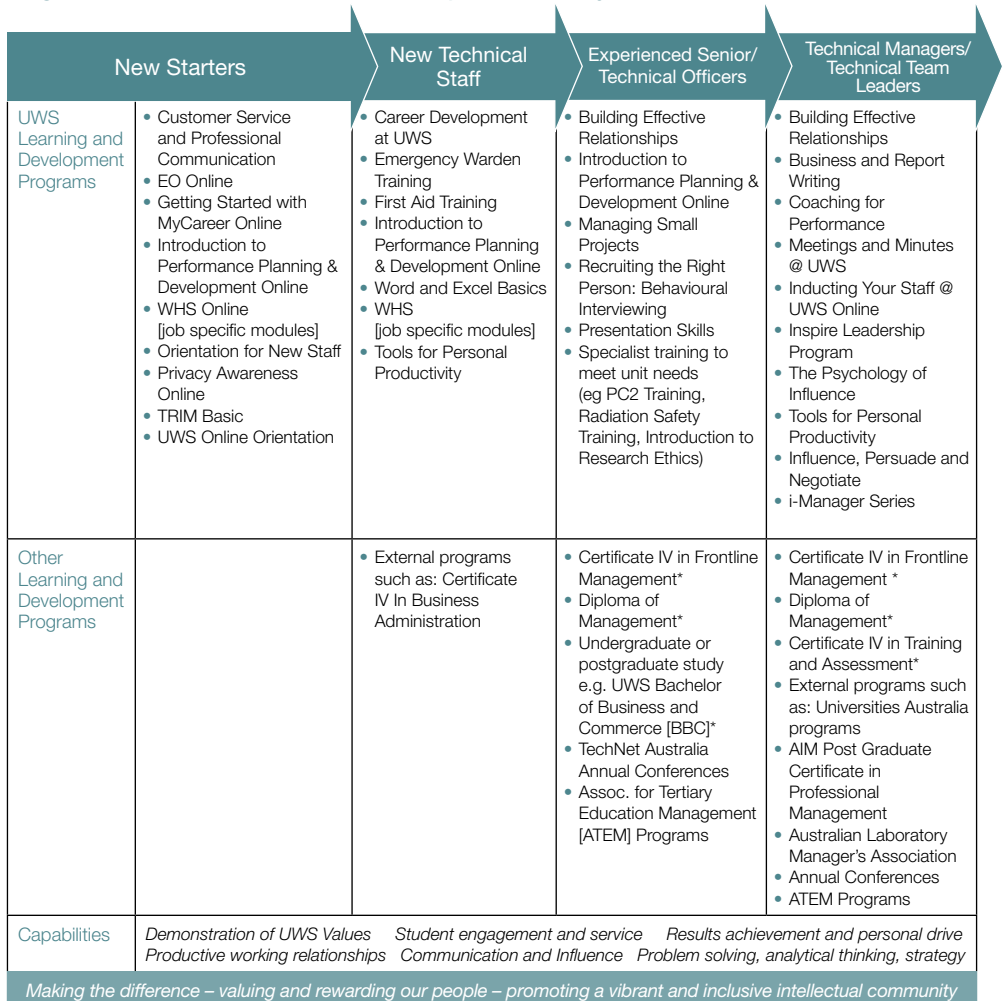


UWS Learning and Development Opportunities

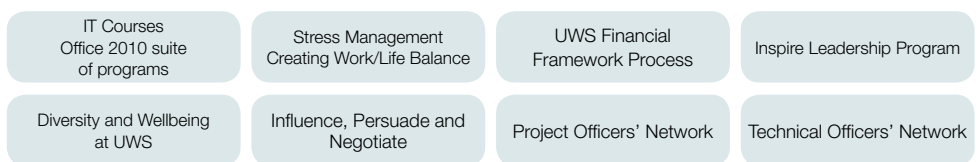
| | | | |
|--|---|--|-----------------------------|
| IT Courses Office 2010 suite of programs | Stress Management Creating Work/Life Balance | Coaching for Performance | Inspire Leadership Program |
| Diversity and Wellbeing at UWS | Mental Health Awareness | Committee Training e.g. Student Academic Misconduct, WHS | Professional Network Forums |

*These programs are offered through OD. For more information on Accredited Training please contact Bev McSpadyen at b.mcspadyen@uws.edu.au

Diagram 2: UWS Technical Officers' Development Pathways



UWS Learning and Development Opportunities



*These programs are offered through OD. For more information on Accredited Training please contact Bev McSpadyen at b.mcspadyen@uws.edu.au

UWS Leadership and Management Development

The University recognises the talents of its people and is committed to developing the capabilities and skills of its managers and leaders.

UWS Managers and Leaders are expected to demonstrate the following values and behaviours:

- Have high ethical and professional standards
- Be transparent, accountable and responsible for our actions
- Commit to the mission and values of UWS
- Engage with our people and the community
- Engender a culture of service dedicated to meeting the needs of our students, clients and stakeholders.

Leadership and Management Development at UWS is underpinned by a capability framework that reflects the essential skills, attributes and

behaviours expected of UWS Managers and Leaders. These include:

- Demonstration of UWS Values
- Results achievement and personal drive
- Student engagement and service
- Communication and influence
- Productive working relationships
- Problem solving, analytical and strategic thinking
- Professional and technical excellence

Leadership and Management Development at UWS includes the Senior Management Conference, the UWS Quality Forum, the Inspire Leadership Program, the Academic Mentoring Program, i-Manager Series, networking forums, seminars, short study programs and coaching.



Welcome to the i-Manager Series for Supervisors and Managers at UWS. This enhanced and revised blended learning program replaces the previous Management Essentials Program.

The i-Manager Series recognises that UWS Managers and Supervisors:

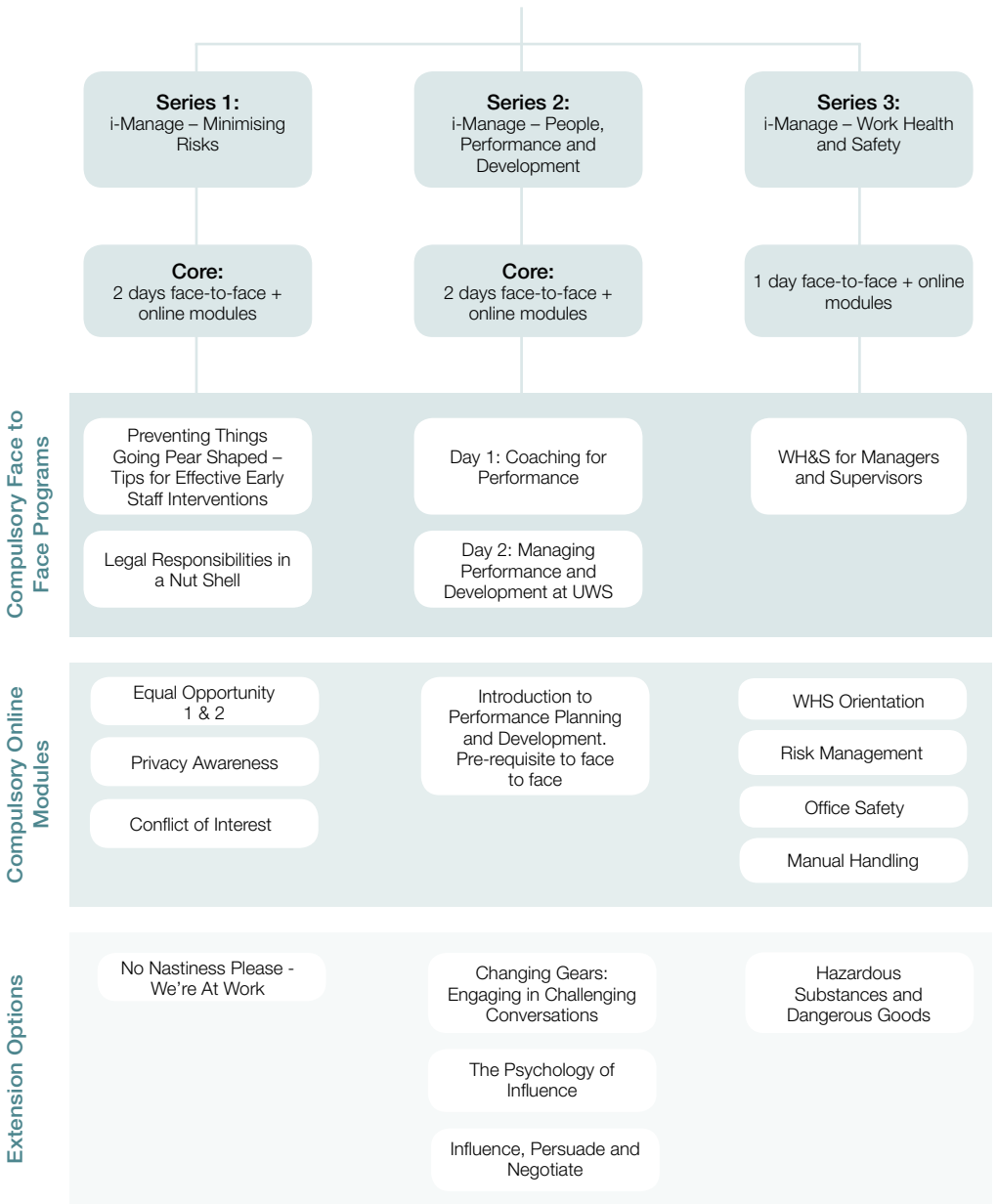
- have a key leadership role and a responsibility for ensuring staff are aware of, work within, and support the implementation of the guidelines established by relevant legislation, University policies, procedures and the Staff Agreements;
- are aligned to the University's strategic goals, values, and Code of Conduct; and
- apply the guidelines and standards for managing performance and developing staff

This new i-Manager Series comprises three core mandatory modules that are available both face-to-face and online. Optional extension modules are also available that complement further learning within the series.

- **New Managers and Supervisors** should complete the three series during the first six months in their role (probationary period).
- **Recognition of equivalent Management Essentials Modules** completed in 2012 may reduce the need to complete all i-Manager Series (contact OD or email od@uws.edu.au)

It is recommended that all Managers and Supervisors (Academic, Professional and Technical) complete the three i-Manager Series once every three years to stay up-to-date with changes to policies and legislation.

The i-Manager Series



The UWS Inspire Leadership Program

This comprehensive, blended learning program explores principles and models of leadership relevant to academic and higher education settings and applies theory to practice. The program includes highly relevant and informative workshops, a multi-rater feedback on leadership roles, access to the Harvard Business Publishing online learning resources, peer mentoring, completion of an action learning project and guest speakers.

The Inspire Leadership Program is endorsed by the Vice-Chancellor and Executive and is fully funded by the University through the Office of Organisational Development.

Intended for: Academic and Professional Managers and Leaders in a supervisory role.

Program Aim: To enhance the leadership and management capabilities of UWS Academic and Professional managers and leaders to both be inspired by contemporary leadership models and practices, and to inspire others to achieve their aspirations and make a difference in the UWS and broader community.

Learning Outcomes:

- Apply the Integrated Competing Values Framework (ICVF) to your leadership role
- Identify leadership capabilities and strengths in self and others
- Identify strategies to build positive working relationships
- Describe the value of peer mentoring as a leadership development strategy
- Plan and implement an action learning project on leadership

Program Topics:

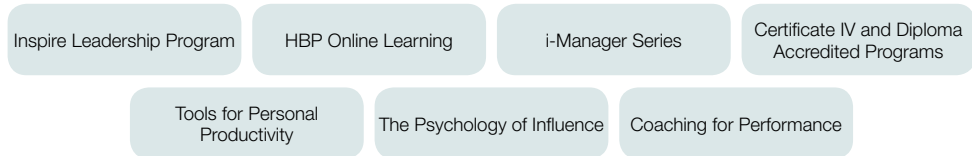
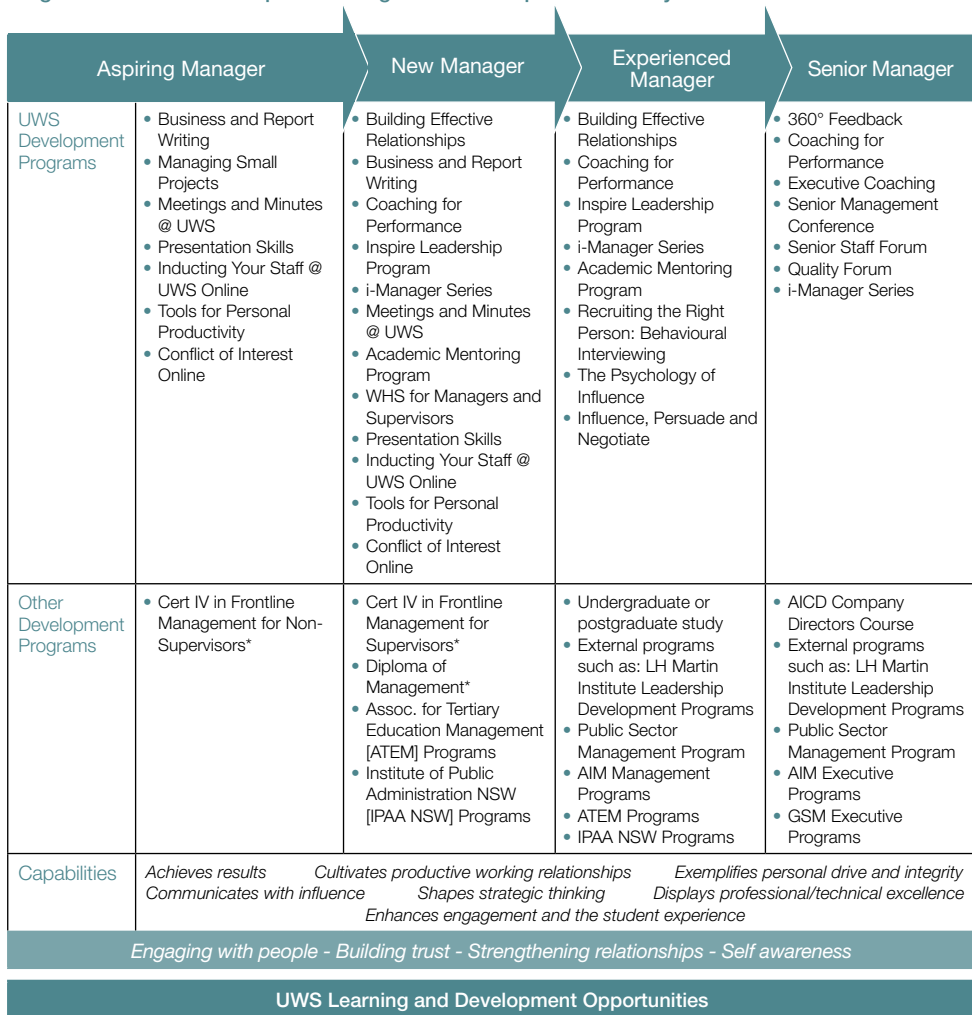
- Inspirational leadership: developing, motivating and empowering others for success
- Coaching conversations: an effective tool for performance feedback
- Integrating Higher Education roles and behaviours
- Modelling ethical and values-based leadership
- Negotiating change through strategic communication and influencing others
- Fostering an innovative culture
- Inspiring the self: balancing work, career and life

For more information go to:
uws.edu.au/inspire



2012 Academic Inspire Leadership Program Graduates

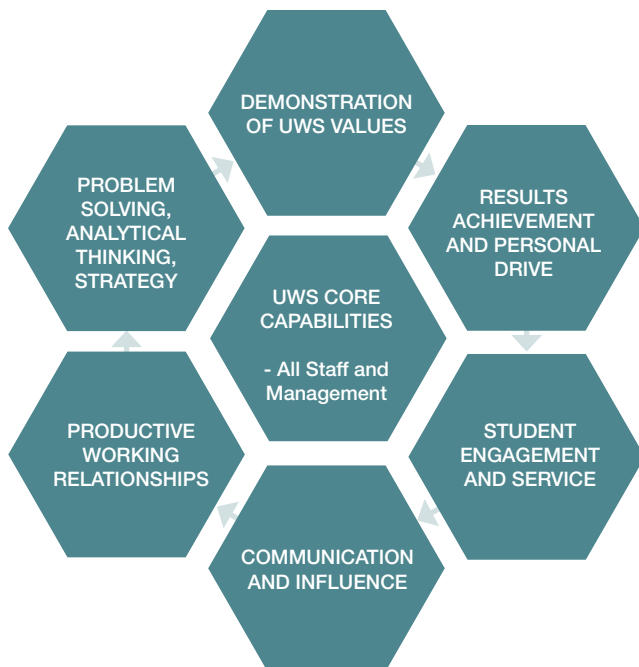
Diagram 3: UWS Leadership and Management Development Pathways



*These programs are offered through OD. For more information on Accredited Training please contact Bev McSpadyen at b.mcspadyen@uws.edu.au

UWS Capability Framework

The UWS Capability Framework has been developed through the Our People 2015 staffing strategy. The diagram below describes the core capabilities for staff and managers at UWS. The Organisational and Career Development Program aligns with the UWS Core Capabilities.



Core: applies to all staff, described appropriately for the level of work

GLOSSARY:

- Performance Plan:** An individual's work plan for a period into the future, usually twelve months, sometimes up to three years. Includes performance objectives and key performance measures.
- Career Development:** Describes an individual's career aspirations and development needs and goals.
- Development Plan:** Describes goals related to an individual's capability/skills and outlines development activities such as training, coaching, etc. in terms of specific development activities and timelines to support current and future work.
- Capabilities:** Capabilities describe the skills, knowledge and behaviours required to be successful in work at various levels. Capabilities are described so that appropriate training can be identified and completed.

Online Learning for Staff at UWS

MyCareer Online provides staff with the ability to access online modules on a range of topics. New online modules are being developed to support our blended learning programs, incorporating face to face and online delivered content. This is being further extended with the inclusion of Harvard ManageMentor leadership and management modules within a number of Organisational Development programs.

When you complete an online module or a face to face program it is automatically recorded in your training record. This assists with the management of your development plan and you can also take advantage of a number of online modules related to this process.

As part of the blended learning approach, OD facilitates the publishing of online content for access by staff members via MyCareer Online. If you require further information on blended learning and publishing online modules, contact Ted Webber: e.webber@uws.edu.au or Glenn Martin: glenn.martin@uws.edu.au

To find out more about online modules, go to the OD Online Learning page at: uws.edu.au/organisational_development/od/about_our_courses/online_learning

The Compass Program for Career Development Planning and Review

UWS recognises the importance of career development and planning for its staff. Compass includes the University's Career Development Planning and Review process as outlined in the UWS Staff Agreements. All ongoing staff and staff on fixed-term contracts of 12 months or more are required to participate.

Compass aims to provide you with the guidance, direction and support to navigate the various career pathways and development opportunities at UWS and to help with the planning of your work aligned to the UWS Strategy and goals.

Compass uses the MyCareer Online System to help keep your career development and work plans and activities on track and up to date. Compass is about having ongoing discussions with your supervisor and colleagues about your portfolio activities in Teaching, Research, Administration, Governance/Leadership/Engagement and the support and training needed to help you do your job.

For more information and support in developing Unit plans, individual goals and objectives and using MyCareer Online, contact the Office of Organisational Development at od@uws.edu.au

Relevant Agreements, policies and guidelines

[General and Academic Staff Agreement](http://uws.edu.au/human_resources/hr/employee_relations/uws_enterprise_agreements)
uws.edu.au/human_resources/hr/employee_relations/uws_enterprise_agreements

[Professional Development Policy](http://policies.uws.edu.au/view.current.php?id=00136)
policies.uws.edu.au/view.current.php?id=00136

[Professional Development – Continuing professional development guidelines](http://policies.uws.edu.au/view.current.php?id=00251)
policies.uws.edu.au/view.current.php?id=00251

[Academic Development Program \(ADP\) for Academic Staff Policy](http://policies.uws.edu.au/view.current.php?id=00075)
policies.uws.edu.au/view.current.php?id=00075

[UWS Strategy and Plan 2010-2015: Making the Difference](http://uws.edu.au/mtd/strategy_and_planning)
uws.edu.au/mtd/strategy_and_planning

Information for New Staff

Orientation for New Staff provides an overview of UWS, its strategic directions, governance and organisational structure, key policies, employment conditions, staff benefits and services available. These sessions complement the induction sessions provided by your School or Unit.

New staff are required to complete training in a number of areas including:

- UWS Online Orientation
- Equal Opportunity 1 & 2
- Getting Started with MyCareer Online
- Introduction to Performance Planning and Development
- WHS Modules 1-5
- Privacy Awareness

Supervisors new to UWS are encouraged to undertake the following face-to-face and online modules:

- Inducting your staff @ UWS
- Getting Started with MyCareer Online for Managers and Supervisors.
- The i-Manager Series (compulsory for all Supervisors and Managers)

For Academic Staff

The Foundations of University Learning & Teaching (FUL) program is a blended learning program taught over two semesters. It is required for all academic full-time staff newly appointed to teaching positions at the level of Associate Lecturer, Lecturer and Senior Lecturer, where the appointment is for 12 months or longer. Staff whose letter of offer informs them of this requirement are contacted and provided with details of the next commencing program.

Enquiries can be directed to:
fult@uws.edu.au or od@uws.edu.au

The Library provides support and training in Turnitin, Citing Resources, EndNote x6 and Refworks. More information is available on the UWS Library website.

For information and resources to help you in the first few weeks of your employment at UWS, including frequently asked questions, pay and benefits, and an Induction Plan and Checklist, please visit the Office of People and Culture website: uws.edu.au/people_and_culture/opc/transitioning_staff/working_at_uws

Career Development Opportunities at UWS: rewarding excellence

The underlying principle of the University's *Our People 2015* staffing strategy is to have:

'... the right people in place for the kind of university UWS wants to be by 2015 to ensure sustainable growth and competitive advantage for UWS within the higher education sector.'

The *Our People 2015* staffing strategy recognises that attraction and retention of talented staff is a key strategic element. The University provides the following professional and career development opportunities for staff to broaden their knowledge, skills and experience.

1. Vice-Chancellor's Excellence Awards

The Vice-Chancellor's Excellence Awards showcase the endeavours and accomplishments of UWS staff and reward, recognise and encourage excellence in performance and achievements

There are six award categories:

- Excellence in Teaching
- Excellence in Professional Service
- Excellence in Postgraduate Research Training and Supervision
- Excellence in University Engagement
- Excellence in University Sustainability
- Excellence in Leadership

Guidelines regarding the above can be found at: uws.edu.au/vcs_excellence_awards

2. Vice-Chancellor's Professional Development Scholarships

The Vice-Chancellor's Professional Development Scholarships Program offers up to sixteen \$2500 Scholarships for staff to attend relevant conferences or programs to further their professional or career development:

- 7 x \$2500 scholarships are available for academic staff
- 7 x \$2500 scholarships are available for professional staff
- 2 x \$2500 scholarships are available for Aboriginal and Torres Strait Islander staff

See the Professional Development policy policies.uws.edu.au/view.current.php?id=00136

Or further information can be found at: uws.edu.au/organisational_development/od/vice-chancellors_professional_development_scholarships

3. UWS Staff Postgraduate Coursework Study Scholarships

Postgraduate Coursework Study Scholarships help to strengthen the University's ability to reward and recognise staff, increase our capacity to attract and retain talented staff, and build the capability and expertise in our current staff as managers and leaders.

These scholarships aim to support staff in achieving postgraduate qualifications in a range of disciplines and provide a significant career planning and development opportunity.

The scholarships are available annually to either academic or professional staff and provide reduced unit fees for UWS postgraduate courses, as units are capped at \$1,000 each (saving up to \$2,060 per unit).

For full application guidelines and more information or to apply please visit: uws.edu.au/postgradstaffscholarships

4. UWS Education Allowance and Study Leave

The University provides an education support allowance for staff to undertake approved formal award programs up to 140 hours per year.

Further information can be found in the Professional Development Policy policies.uws.edu.au/view.current.php?id=00136 or on the OD website uws.edu.au/od

5. Relevant Policies and Guidelines

Academic Promotions Policies
policies.uws.edu.au/view.current.php?id=00060
policies.uws.edu.au/view.current.php?id=00059

Guidelines for Continuing Professional Development
policies.uws.edu.au/view.current.php?id=00251

Staff Postgraduate Coursework Study Scholarships
uws.edu.au/postgradstaffscholarships

Professional Development Policy
policies.uws.edu.au/view.current.php?id=00136

Academic Development Program (ADP) for Academic Staff
policies.uws.edu.au/view.current.php?id=00075

UWS Education Allowance and Study Leave
policies.uws.edu.au/view.current.php?id=00136 or on the OD website uws.edu.au/od

UWS Retreats & Conference Policies
policies.uws.edu.au/view.current.php?id=00190
policies.uws.edu.au/view.current.php?id=00163

Vice-Chancellor's Excellence Awards Policy
policies.uws.edu.au/view.current.php?id=00114

Vice-Chancellor's Professional Development Scholarships
uws.edu.au/organisational_development/od/career_development/career_development_opportunities/vice-chancellors_professional_development_scholarships



Section 2: Learning and Development Programs

Leadership & Management Development

 i-Manager Series  Required  Job specific  Highly recommended  Online  Costs involved  New

CERTIFICATE IV IN TRAINING & ASSESSMENT

Intended for All staff

Gain a nationally recognised qualification and be able to deliver training and conduct competency based assessment.

CERTIFICATE IV IN FRONTLINE MANAGEMENT

Intended for Supervisors, Team Leaders and Managers

Gain a nationally recognised qualification and improve and develop your ability to supervise and manage others.

COMPANY DIRECTORS COURSE

Intended for Senior staff

For those who sit on Boards and Committees, the CDC focuses on excellence in governance and directorship. Participants can gain a Diploma with the Australian Institute of Company Directors.

COMPASS PERFORMANCE REVIEW WORKSHOP FOR SUPERVISORS

Intended for All UWS Supervisors

Navigate the performance review phase of the Compass Program within MyCareer Online. This workshop is both Face to Face as well as online.

DIPLOMA OF MANAGEMENT

Intended for All staff who have successfully completed the Certificate IV in Frontline Management program

Further develop your management skills and build on the knowledge gained in Certificate IV Frontline Management.

INDUCTING YOUR STAFF @ UWS

Intended for Managers and Supervisors who need to induct new staff

Assists supervisors and managers to induct new staff. Outlines the steps for introducing new staff to UWS, their responsibilities and working at UWS.

INSPIRE LEADERSHIP PROGRAM

Intended for Academic and Professional Managers and Leaders in a supervisory role

Participate in a unique blended learning program to enhance your leadership and management capabilities. Complete a 360 degree feedback, online modules, and workshops with senior staff as guest speakers. Access the Harvard ManageMentor online modules and participate in peer mentoring and an action learning leadership project.

MANAGING SMALL PROJECTS – PRE-WORK

Intended for Those running small projects at UWS

Complete this pre-work online module for the Managing Small Projects classroom course.

MANAGING SMALL PROJECTS

Intended for Those running small projects at UWS

Learn Project Management principles, practices and tools for small projects, based on the UWS Project Management Methodology. This program is Face to Face and has an online pre-work component.

RECRUITING THE RIGHT PERSON – BEHAVIOURAL INTERVIEWING

Intended for All staff required to sit on interview panels

Improve your interviewing skills and strategies by implementing techniques designed to inject more objectivity into the staff selection process and to increase confidence in making informed hiring decisions. All staff sitting on interview panels must complete this training.

SENIOR MANAGEMENT CONFERENCE

| | |
|--|---|
| Intended for | Members of the Senior Staff Forum – invitation only event |
| An annual conference for senior staff at UWS hosted by the Vice-Chancellor and Executive to discuss and provide input into the University's strategic plan and priorities. | |

UWS QUALITY FORUM

| | |
|--|-----------------------|
| Intended for | Invitation only event |
| An annual forum hosted by the Vice-Chancellor and Executive to discuss quality improvements in the University's core activities. | |

THE PSYCHOLOGY OF INFLUENCE

| | |
|--|--------------------------|
| Intended for | Managers and Supervisors |
| Understand the principles of how to get others to listen to you, persuade them to change their mind and shift the direction of a conversation. | |

The *i*-Manager Series

DAY 1: COACHING FOR PERFORMANCE

| | |
|--|--|
| Intended for | Required training for all Managers and Supervisors |
| Gain skills for coaching employees to improve the effectiveness of individuals and teams through discussion about performance, communicating clear expectations, collaborative goal setting and problem-solving. | |

DAY 2: MANAGING PERFORMANCE AND DEVELOPMENT AT UWS

| | |
|--|--|
| Intended for | Required training for all Managers and Supervisors |
| Provides the techniques, skills and tools that provide solutions to improving performance by: <ul style="list-style-type: none"> • Linking of individual performance with team and organisation goals • Providing just-in-time feedback • Using questions to bring out the best in staff • Facilitating performance improvement conversations that make a difference | |

LEGAL RESPONSIBILITIES IN A NUT SHELL

| | |
|--|--|
| Intended for | Required training for all Managers and Supervisors |
| Identify internal and external sources of information and support to comply and act within the spirit of University policies, procedures and relevant legislative requirements in relation to: <ul style="list-style-type: none"> • Understanding Your Financial Responsibilities • Preventing Corruption; and • Preventing Bullying and Harassment | |

PREVENTING THINGS GOING PEAR SHAPED – TIPS FOR EFFECTIVE EARLY STAFF INTERVENTIONS

| | |
|---|--|
| Intended for | Required training for all Managers and Supervisors |
| Provides supervisors with helpful information on the importance of understanding and implementing the Staff Agreement, who to contact for advice, and pitfalls to avoid when "things go pear shaped". | |

WHS FOR MANAGERS AND SUPERVISORS

| | |
|--|--|
| Intended for | Required training for all Managers and Supervisors |
| Provides managers and supervisors with the skills and knowledge needed to manage health and safety within UWS. | |

*Please refer to i-Manager series diagram in section 1 of this guide for further information

Career Development

BUILDING EFFECTIVE RELATIONSHIPS

Intended for All staff including Managers and Team Leaders

Explore strategies to improve relationships and increase personal influence.

BUSINESS & REPORT WRITING

Intended for All staff

Learn the various styles of business and report writing frequently used in the University.

BUSINESS WRITING ONLINE LEARNING

Intended for All staff

Consists of an all-inclusive set of online modules covering grammar, plain English, document planning and structure. The lesson modules can be accessed at any time to assist with your writing tasks.

CAREER II – PREPARING A JOB APPLICATION

Intended for All staff

Develop a well presented, succinct resume and statements that address selection criteria to reflect skills, attributes and achievements.

CAREER III – INTERVIEW SKILLS

Intended for All staff

Develop the interview skills and techniques that you need to get the job that you want.

CAREER DEVELOPMENT FOR ACADEMIC STAFF

Intended for Academic staff

Provides a comprehensive range of tools, templates and information for UWS academics on how to plan their career in an academic environment.

CHANGING GEARS: ENGAGING IN CHALLENGING CONVERSATIONS

Intended for All staff

Develop practical strategies for taking action and engaging in challenging conversations.

COLLABORATIVE DECISION MAKING: USING SIX THINKING HATS

Intended for All staff

Learn to recognise how you approach decisions, and discover different thinking patterns and new techniques to inform and improve your decision making and communication skills.

COMPASS PERFORMANCE REVIEW WORKSHOP

Intended for All staff

Navigate the review phase of the Compass program. This program is both face to face and online.

CREATE YOUR DEVELOPMENT PLAN

Intended for All staff

Take control of your professional and career development by setting objectives and developing a plan. This 1.5 hour workshop is designed to introduce staff to the Development Plan functionality in MyCareer Online.

CUSTOMER SERVICE & PROFESSIONAL COMMUNICATION

Intended for All staff

Learn to engage with your customers, and develop skills to communicate effectively with a professional attitude.

EMAIL ETIQUETTE

Intended for All staff

Maximise the effectiveness of your email communication with this online module.

FUTURE RESEARCH LEADERS PROGRAM

Intended for Early Career Researchers (ECR) who aspire to a leadership role

FRLP consists of nine online modules that explore all aspects of research strategy, planning and implementation. Module 0 is an induction module. Each of the Modules 1 to 8 require approximately four hours of independent online learning to be completed before the four scheduled face-to-face workshops. Workshop content complements specific online modules and offers ECR an opportunity to hear from experienced UWS researchers and subject matter experts.

FOUNDATIONS OF UNIVERSITY LEARNING & TEACHING (FULT) PROGRAM



Intended for Newly appointed full-time academic staff

This program enables staff to design teaching and learning for face-to-face and blended learning contexts and to reflect on their practice to improve it.

GETTING STARTED WITH MYCAREER ONLINE



Intended for New staff

For new staff and staff who would like to utilise more of the MyCareer Online system for performance planning and setting work objectives.

GETTING YOUR MESSAGE ACROSS



Intended for All staff

Explore your communication effectiveness and improve your responsiveness to employ skills and strategies to deal with conflict and convey your intended message.

HOWS AND WHYS OF PROCESS MAPPING



Intended for All staff interested in gaining an insight on how processes are structured, defined, assessed and represented

Provides participants with the required tools to conceptualise and define processes at a high and detailed level.

IMPROVE YOUR BUSINESS PROCESSES WITH '8 STEPS TO TANGO'



Intended for All staff with previous knowledge or understanding of process mapping

Gain a deeper level understanding of the skills required to review and change processes.

INFLUENCE, PERSUADE AND NEGOTIATE



Intended for All staff

Build success at work and home by learning how to negotiate and speak with influence!

INTRODUCTION TO PERFORMANCE PLANNING AND DEVELOPMENT [COMPASS]



Intended for Required training for all Managers and Supervisors

Gain an understanding of the UWS performance planning and development process [COMPASS].

MANAGING YOURSELF THROUGH CHANGE



Intended for All staff

Explore a framework for understanding the personal impacts of change and discuss practical strategies and options for managing your own change process effectively.

MANAGING UPWARDS



Intended for All staff

Reflect, assess and identify practical strategies for enhancing or maintaining a good working relationship when managing upwards for mutual benefit and results.

MEETINGS & MINUTES @ UWS



Intended for All staff

Learn to take the kind of minutes the modern university requires as well as save time in meetings by gaining tips and formats to adapt for your own use.

PRESENTATION SKILLS



Intended for Staff wishing to build or refresh their skills and confidence in presenting to groups

Learn the basics of how to design and deliver effective presentations using a variety of techniques, tips and tools.

PROFESSIONAL STAFF: A SKILL SET FOR THE FUTURE



Intended for All professional staff

What do you bring to your role? What is your 'brand'? Do you look for opportunities to grow within your role – remember your role is what you make of it! Let's explore these questions together in an interactive workshop environment.

SETTING YOUR DIRECTION: WRITING SMART OBJECTIVES IN COMPASS



Intended for All staff

A quick refresher to help you identify where you are heading and what you are aiming to achieve over the next 12 months and beyond.

TOOLS FOR PERSONAL PRODUCTIVITY



Intended for All staff

Use powerful, practical tools and ideas for increasing your organisation, energy and creativity in work and life - find an extra hour a day "just for you"!

UWS ACADEMIC MENTORING PROGRAM



Intended for Nominated staff

Provides career development, support and opportunities for early and mid-career Academic staff.

WORKING TOGETHER IN TEAMS



Intended for All staff or whole work units

Gain insight into how you and your colleagues can enhance your team effectiveness.

Organisational Knowledge & Policies

ACADEMIC INTEGRATION PLANS – THE NUTS AND BOLTS



Intended for All staff

Familiarises staff with Commonwealth disability legislation and provides the knowledge and skills to understand and effectively implement Academic Integration Plans (AIPs).

CAMPUS SAFETY & SECURITY EMERGENCY RESPONSE TRAINING



Intended for All staff who have been identified to act as wardens

Staff who have been identified to act as wardens in each building need to be trained in facilitating a response to an emergency. This two hour session will also provide an overview of the evacuation process and what to look for before, during and after an event.

CONDUCTING SUCCESSFUL MISCONDUCT MEETINGS – TRAINING FOR ACADEMIC STAFF



Intended for All academic staff involved in managing student misconduct issues

Assists Academic staff involved in managing student academic misconduct issues by familiarising them with revised processes and procedures.

CONDUCTING SUCCESSFUL MISCONDUCT MEETINGS – TRAINING FOR PROFESSIONAL STAFF



Intended for All professional staff involved in assisting in the management of student misconduct issues

Assists Professional staff involved in the management of student academic misconduct issues by familiarising them with the revised processes and procedures.

CONFLICT OF INTEREST



Intended for All staff

Assists University staff to identify conflict of interest situations, understand how and why a conflict of interest exists, and to provide practical ways and means to deal with the situation.

DEMYSTIFYING CONTRACTS: THE ESSENTIAL INGREDIENTS



Intended for Staff engaged in procurement or negotiation of large transactions

This half day workshop provides University staff with information about contracts and their development and management.

INFLUENCING CLIMATE CHANGE



Intended for All staff

Provides an understanding of what climate change is and how its effects can be mitigated.

INTERNATIONAL STUDENT COMPLIANCE – ESOS AT UWS



| | |
|--|--|
| Intended for | Academic and Professional staff working directly with onshore International students |
| Discuss ESOS requirements and compliance when working with onshore International students. | |

INTRODUCTION TO RESEARCH ETHICS



| | |
|--|---|
| Intended for | Honours and Postgraduate Research Students and Staff who need clarification of the Research Ethics guidelines and application process |
| Understand the ethics involved for undertaking research within the University for new Honours, Postgraduate students and staff who conduct research. | |

INTRODUCTION TO STAFF ONLINE



| | |
|--|-----------|
| Intended for | All staff |
| The first half of the course is for any employee to use Staff OnLine to access leave bookings, payslips and other personal information. The second half is for supervisors to help them manage their team. | |

ORIENTATION FOR NEW STAFF



| | |
|--|----------------------|
| Intended for | All new staff to UWS |
| Gain an overview of the University, its strategic direction and priorities, and relevant policies and employee benefits. | |

POLICY DEVELOPMENT – CONTEXT AND WRITING



| | |
|--|--|
| Intended for | Staff responsible for writing policies |
| Gain a better understanding of developing and writing effective policies for the University. | |

PRIVACY AWARENESS



| | |
|--|-----------|
| Intended for | All staff |
| Provides an awareness of what privacy is, and what your obligations are as employees within the NSW public sector. | |

PROCUREMENT @ UWS



| | |
|--|-----------|
| Intended for | All staff |
| Learn about the procurement process at the University of Western Sydney. | |

TRAVEL INFORMATION E-RES



| | |
|---|---|
| Intended for | Designated travel administrative staff who will oversee the travel approval process in their work area. |
| Provides new users of e-Res (World Travel Professionals Online Booking Engine) with the basic skills to successfully navigate and book online reservations. | |

UWS FINANCIAL FRAMEWORK PROCESS



| | |
|---|--|
| Intended for | Staff responsible for managing budgets and forecasts and/or staff seeking additional funds |
| Learn how to manage budgets and forecasts and the process for seeking additional funds. | |

UWS ONLINE ORIENTATION



| | |
|---|--|
| Intended for | All new and existing staff and as an ongoing reference |
| Provides an overview of the University's Governance and Management structure, policies and procedures together with information about working at UWS. | |

WHS MODULE 1 – ORIENTATION



| | |
|---|-----------|
| Intended for | All staff |
| Identifies the mechanisms and processes that contribute to health and safety at UWS. Describes the staff member's duty of care and demonstrates where WHS forms can be found and how to use the University's WHS documentation. | |

WHS MODULE 2 – RISK MANAGEMENT



| | |
|---|-----------|
| Intended for | All staff |
| Shows you how to identify hazards in your work area with a basic understanding of the risk assessment process, how risks are controlled and the process used when hazards are reported. | |

WHS MODULE 3 – OFFICE SAFETY



| | |
|---|-----------|
| Intended for | All staff |
| Many staff members spend the majority of their work time in an office environment. This module examines the risks to health and safety that can occur in office environments. | |

WHS MODULE 4 – MANUAL TASKS



Intended for All staff

Provides current industry information on what hazardous manual tasks are, the types of injuries that can result from manual tasks, and recommended ways of working to enable you to avoid injury.

WHS MODULE 5 – WORKPLACE HAZARDOUS CHEMICALS



Intended for All staff

Mandatory for all staff members and students working with hazardous chemicals, this module defines what hazardous chemicals are, and provides a basic understanding of the legislation that regulates the use of hazardous chemicals in the workplace.



Diversity and Wellbeing

ALLY TRAINING

Intended for All staff and students

Provides staff and students with details about the role and expectations of being a member of the UWS Ally Network, as well as background information on sexual and gender diversity, the issues and faced by GLBTI staff and students, and concepts such as homophobia.

EQUAL OPPORTUNITY 1 & 2 ONLINE

Intended for All staff

Undertake a self-paced online equal opportunity program that forms part of the University's commitment to create a positive environment in which all students and staff are treated fairly and equitably.

MENTAL HEALTH – FIRST AID

Intended for All staff

Develop your understanding of the early stages of mental health problems as well as gain the steps and skills necessary to provide assistance.

NO NASTINESS PLEASE – WE'RE AT WORK

Intended for All staff

Responding to negative workplace behaviours and promoting a culture of civility. Distinguish between discrimination, harassment, bullying and other anti-social and negative workplace behaviours, and work towards an inclusive workplace culture.

STRESS MANAGEMENT – CREATING WORK/LIFE BALANCE



Intended for All staff

Identify and explore causes and strategies to manage stress in a way that works for you, to maximise your productivity and work/life balance.

SUICIDE AWARENESS AND PREVENTION



Intended for All staff

Assists staff to identify people at risk of suicide, how to deal with these crises and refer to the appropriate services. It is preferable that participants have completed the Mental Health First Aid program prior to this workshop.

SUPPORTING STAFF – SUPPORTING STUDENTS WITH MENTAL HEALTH PROBLEMS



Intended for All staff

Learn practical strategies and useful information for dealing with students who are facing mental health difficulties.

Computer Software and Systems Training

ACCESS EASY



Intended for All staff

Explore the basic functions of the Access Database Program.

ACCESS FUNDAMENTALS



Intended for All staff

Gain an introduction to using Access and learn to create a database and use basic features.

ACCESS INTERMEDIATE



Intended for All staff

Develop your Access skills as well as exploring various functionalities of this database software program.

ACCESS ADVANCED



Intended for All staff who have intermediate knowledge of Access

Advance your Access skills and discover more features such as appending data to tables, action queries, list and combo boxes, sub-forms, creating reports manually, sorting and grouping data, calculated expressions, creating macros and menus.

ACROBAT READER AND WRITER



Intended for All staff

Learn to use Adobe Acrobat Professional (Writer) to securely distribute your documents electronically in a reliable format, while preserving document integrity so files can be viewed and printed on a variety of platforms in Portable Document Format (PDF).

CALLISTA FUNDAMENTALS ONLINE



Intended for All staff who need to use Callista

This online training consists of 8 short modules demonstrating specific functions within Callista, the University's Student Management System.

COMPLAINTS HANDLING SYSTEM (CHS)



Intended for All staff who deal with student, staff and/or external complaints

Assist staff to manage and monitor issues and complaints raised within the University environment.

EXCEL BASICS



Intended for All staff

Develop basic skills required to use Excel, including an introduction to the principles of Excel and the use of spreadsheets.

EXCEL INTERMEDIATE ONE



Intended for All staff

Further develop skills in the use of Excel, and learn more complex formatting, creating templates, linking, styles and functions including Date, Statistical & Sumif and more Tips & Tricks.

EXCEL INTERMEDIATE TWO



Intended for All staff

Discover how to utilise the formatting and functions within Excel, including logical functions, Time and IF function. Plus more Tips & Tricks.

EXCEL ADVANCED



Intended for All staff who have intermediate knowledge of Excel

Gain a deeper understanding of the functionality and advanced formulas used in Excel.

EXPLORING MS OFFICE EXTRAS



Intended for All staff

Delve into Microsoft Office and discover how to take full advantage of Visio, OneNote, InfoPath, Acrobat and Word.

GETTING STARTED WITH iPROCUREMENT



Intended for UWS staff members involved with using the iProcurement system

For staff members who need to access and navigate around the iProcurement system which is used for raising purchase requisitions for goods and services across UWS.

GETTING STARTED WITH MYCAREER ONLINE



Intended for All staff

Learn about using MyCareer Online to manage your work objectives and career development plans.

GETTING TO KNOW OFFICE 2010



Intended for All staff

Learn to use the new features of Microsoft Office 2010 products.

GRAPHICS WITH PHOTOSHOP



Intended for All staff

Learn the basic skills required to utilise the Adobe Photoshop program to create your own original graphics as well as learn image and photo editing techniques to produce professional graphics.

HTML



Intended for All staff

Discover the basics of how a webpage is created as well as techniques to create, modify and manage a page. Plus an introduction to Dreamweaver.

iPROCUREMENT APPROVER



Intended for UWS staff members using the iProcurement system to approve requisitions

For staff members who approve purchase requisitions and need to learn how the iProcurement system is used in relation to the requisition approval process.

iPROCUREMENT REQUISITIONER



Intended for UWS staff members using the iProcurement system to create requisitions

For staff members who create purchase requisitions and need to learn how the iProcurement system is used in relation to the requisition creation process.

MICROSOFT WINDOWS 7



Intended for All staff

Learn about the main changes and updates that apply to the new Microsoft Windows 7 operating system.

MS PROJECT



Intended for All staff

Build your project management skills base and enhance the practical with the technical by learning how to use MS Project to track a project from the planning stage through to the closing stage.

MS PUBLISHER



Intended for All staff

Produce a simple publication in Microsoft Publisher and learn the use of functions, manuals and online help.

MYSOURCE MATRIX – CMS



| | |
|--|--|
| Intended for | New Content Authors (Web Editors) or Subsite Managers (Web Approvers) of the MySource Matrix Content Management System (CMS) for the UWS Website |
| Learn how to add, edit, format and publish web content through the MySource Matrix Content Management System for the University website. | |

ORACLE FINANCIALS



| | |
|--|-----------|
| Intended for | All staff |
| Print reports, run enquiries and enter transactions (including credit cards). Pre-requisite for staff with financial responsibilities. | |

OUTLOOK



| | |
|--|-----------|
| Intended for | All staff |
| Improve your Outlook skills and find out more about the program you use every day. | |

POWERPOINT



| | |
|---|-----------|
| Intended for | All staff |
| Create dynamic presentations by discovering the features of PowerPoint, and the best way to implement them. | |

RECORDKEEPING AND YOU



| | |
|---|--|
| Intended for | All staff. This is a pre-requisite to attend the TRIM Basic program. |
| Learn about what's involved in managing records at UWS. | |

SHAREPOINT 2010 FOR OWNERS (LEVEL 2)



| | |
|--|---|
| Intended for | Staff that undertake the role of Content Administrator for their School/Departments SharePoint site |
| Create and modify SharePoint sites, lists, libraries and workflows. The workshop will outline important topics such as permissions and working with site columns and Site Content Types. | |

TM1 TRAINING



| | |
|--|--|
| Intended for | New TM1 license holders or staff requiring a refresher |
| Assist staff in submitting 3 year rolling financial forecasts within the University. | |

TRIM BASIC



| | |
|---|-----------|
| Intended for | All staff |
| Become aware of your individual responsibilities as a UWS staff member and learn how to use TRIM to capture and manage the records you create and/or use daily. Please note: this course has a pre-requisite component which must be completed prior to training. | |

TRIM ADVANCED



| | |
|---|--|
| Intended for | Staff with specific recordkeeping responsibilities, including those nominated as a TRIM Coordinator (TC). Pre-requisite: TRIM Basic training |
| Learn how to capture and manage records in a way that is consistent, compliant with statutory requirements, centralised and secure, through the TRIM records management system. | |

TRAVEL INFORMATION E-TAN



| | |
|---|---|
| Intended for | Designated travel administrative staff who will oversee the travel approval process in their work area and all other interested staff |
| Undertake hands-on training in the UWS Travel System including the use of e-Tan, through the UWS Travel Lab Portal session. | |

WORD INTERMEDIATE



| | |
|---|-----------|
| Intended for | All staff |
| Improve your Word skills and learn to use additional features of the program. | |

WORD ADVANCED



| | |
|---|-----------|
| Intended for | All staff |
| Gain additional Word skills and learn more about advanced features of Word. | |

WORD FOR LONG DOCS



| | |
|---|-----------|
| Intended for | All staff |
| Discover how to handle long documents such as a thesis, book or other long publication. | |

Networks and Forums

ADMINISTRATORS NETWORK

Intended for All professional staff in administrative roles

Share information and experiences to address current issues and topics of interest, supported by UWS guest speakers.

ALLY NETWORK

Intended for All staff and students

Forge positive cultural change for UWS staff and students who identify as gay, lesbian, bisexual, transgender or intersex (GLBTI). A University endorsed initiative.

ENGAGEMENT NETWORK

Intended for UWS Staff responsible for leading "Engagement".

Aligning to the UWS Making the Difference Strategy, these forums are designed to build a culture of engagement within and between universities, business, industry, government and community-based organisations, which underpin the core business of the University.

EXECUTIVE OFFICERS AND ASSISTANTS NETWORK

Intended for Executive Officers and Assistants

Engage in a proactive network specifically designed for the Executive Officer or Assistant.

PROJECT OFFICERS' NETWORK

Intended for Project Officers and all staff involved with projects

Engage in an open facilitated discussion forum and meet Project Officers from around UWS.

TRIM USER FORUM

Intended for All staff identified as TRIM Coordinators or TRIM Users

Provides an avenue for TRIM users to share experiences of using the system and receive up-to-date information about TRIM from RAMS staff.

UWS DESIGNATED TRAVEL ADMIN STAFF FORUM

Intended for Designated Travel Admin Staff who will book and/or oversee the travel application and reconciliation process in their work area. Direct Line Supervisors are welcome

Covers changes to the UWS travel policies and procedures, general discussion as well as guest speaker presentations.

PROGRAM DATES:

For program dates, go to:

MyCareer Online (via Staff Online) <https://staffonline.uws.edu.au>

or uws.edu.au/od/program_calendar

or for further information about programs, email: od@uws.edu.au

Section 3: For Quick and Easy Access

How to Register & Venue Directions

Registering for OD programs is easy using *MyCareer Online*. Simply follow the steps below to register for your desired program. You will also find detailed QuickGuides under the 'Knowledge' tab when you reach the *MyCareer Online* home page.

You can register online through *Staff OnLine* (opens in new window), then

1. Select *MyCareer Online*
2. On the *MyCareer Online* home page simply type any portion of the program title or relevant key word in the Search box in the top right hand corner
3. Make your selection from the search results
4. A text box will open providing details of the Program – scroll down to see all available sessions/dates
5. Register by selecting the 'Request' option next to the preferred session/date
6. If you are a professional staff member or a casual academic staff member, your Supervisor will receive an email asking them to action your request. If your Supervisor approves the request you will be automatically registered.
7. If the program you are requesting has a cost attached, your Supervisor will receive an email asking them to action your request. If your Supervisor approves the request you will be automatically registered.

If no sessions/dates show for the program, you can select the link at the bottom of the program details 'Notify me when sessions are scheduled' – you will receive an email when a date is set.

Alternatively, staff who do not have access to *MyCareer OnLine* can enrol by completing the registration form located at uws.edu.au/organisational_development/od/how_to_register and fax (extn 7474) or email through to od@uws.edu.au

Cancellation Policy

If a program is cancelled, you will be advised at least five days before the date of the program. If you are unable to attend a program, please advise OD as soon as possible so that another person may be allocated your place. If you do not attend a program you have registered for, and have not notified OD, a late cancellation/non-attendance administration fee of \$50* may be charged to your school/unit.

The Venue

All workshops and training are held at Frogmore House, Building AA, Werrington North (Penrith Campus) unless otherwise notified. Please note that two meeting rooms and the Staff IT Lab at Frogmore House are located on the first floor. If you require disabled access or have special needs, please advise OD so that alternate arrangements can be made.

Travelling by car

From Sydney CBD, take the M4 Western Motorway past Parramatta and take the Mamre Road exit. Turn right onto Mamre Road to St Marys.

From Mamre Road at St Marys turn left to Penrith on the Great Western Highway. The Werrington North and South sites are located on each side of the Great Western Highway.

On-campus parking is available, and a valid parking permit must be displayed at all times.

Penrith shuttle bus

Kingswood, Werrington North and Werrington South are linked by a free shuttle bus service that also goes to and from Kingswood Railway Station. The Penrith Shuttle Bus Map and Timetable is located at uws.edu.au/campuses_structure/cas/campuses/penrith

*Cancellations for fee paying courses may incur a cancellation fee.

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University of Western Sydney

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Penrith NSW 2751 Australia
uws.edu.au

Office of Organisational Development

Frogmore House, Building AA, Werrington North
Phone: 9678 7493
Fax: 9678 7474
Email: od@uws.edu.au
Web: uws.edu.au/od

Enrol on-line at MyCareer Online via Staff Online

