2019 TALENT AND LEADERSHIP DEVELOPMENT PROGRAM GUIDE

2019 Talent and Leadership Development Program Guide
INTRODUCTION

Dear colleagues,

Western Sydney University is committed to fostering a dynamic and innovative culture. At the heart of our culture is our people. We believe strongly in supporting our staff to develop their skills, knowledge and careers for their personal growth and for the advancement of the University and Western Sydney region.

I am pleased to introduce the 2019 Talent and Leadership Development Guide which provides a range of activities for organisational and career development.

I strongly encourage you to challenge yourself and your colleagues to engage with our development and training programs and consider how your career may thrive in 2019.

Professor Barney Glover AO
Vice-Chancellor and President
Western Sydney University
Western Sydney University is committed to providing a range of development opportunities to help staff secure success in their roles and careers by strengthening their skills, knowledge, experience and capabilities.

This year’s program offers a diverse suite of job-relevant, practical and skills-based workshops, online learning, discussion forums and career development opportunities. Our core programs support capacity building in leadership and management, organisational knowledge, career development, diversity, well-being, and University systems. In 2019, we will focus on building staff capability in the following areas to support the University’s Securing Success 2018-2020 Strategic Plan:

- **Building a Quality Student-Centred Service Culture**
- **Enabling a Dynamic and Innovative Culture**
- **Fostering Diversity and Inclusion**
- **Promoting High Performance and Capability Development**
- **Supporting Academic Careers and Development Pathways**

You will be familiar with some of our more successful programs including the Inspire Leadership Program to support professional and academic leaders to motivate and inspire others; Academic Mentoring enabling early to mid-career academics to engage in mentoring conversations with members of the professoriate; and Professional Mentoring which focuses on career development conversations for professional staff at all levels.

Our programs are regularly reviewed and refreshed to better support and equip supervisors and managers such as via the new Critical Management Conversations program which replaces the Foundational Leadership and Management Program. The Work Planning and Career Development process provides a range of mechanisms to ensure supervisors have the support and skills to have quality conversations about careers and work performance, and that staff have career and development plans in place.

In collaboration with the Research Development and Learning Transformations portfolios there are now many opportunities for academic staff to broaden and strengthen their careers including fellowships, awards and research grants as well as professional networking and skills-based programs including the Foundation of University Learning and Teaching and Early to Mid-Career Networks.

Talent and Leadership Development also provides an internal consultancy service for team building, strategic and operational planning, career planning and development, coaching and online learning for staff.

Visit westernsydney.edu.au/tld for more information on our services and programs. You can enrol in our programs through MyCareer Online (Staff Online).
Contents

This booklet provides you with information about Talent and Leadership Development (TLD) 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:

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Werrington North

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SECTION 1:
About Talent & Leadership Development (TLD)

‘Fostering a dynamic and innovative culture at Western’

WHO ARE WE AND WHAT DO WE DO

Talent and Leadership Development (TLD) provides a range of professional and organisational development programs and services.

Western’s new people strategy – Our People Securing Success – will inform the work that TLD does from 2019 onwards. Our People Securing Success recognises 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.

TLD provides a suite of learning and development options that build organisational knowledge, management and leadership capabilities, professional capabilities and team development and performance.

TLD also offers consultancy services for Schools and Divisional Units in planning, team development, coaching, implementing change processes and online learning for staff. TLD coordinates training by various units and provides advice and support in the development and implementation of organisational and staff development initiatives.

For further information contact one of our Talent and Leadership Development Consultants.

TALENT & LEADERSHIP DEVELOPMENT

January – June 2019
Frogmore House, Building AA,
Penrith Campus (Werrington North)

Phone: 9678 7493
Fax: 9678 7474
Email: tld@westernsydney.edu.au
Web: westernsydney.edu.au/tld

Note: in June 2019 it is expected that the Office of Human Resources will be relocating to the Hawkesbury Campus – contact details will be updated mid-year
Talent & Leadership Development Strategic Focus 2019

**Western’s new strategy, Our People Securing Success 2018 – 2021,** identifies five strategic themes, which align to the University’s goal to *Create a Dynamic and Innovative Culture* to enhance organisational and individual development and performance.

The performance, dedication, professionalism, innovation and capabilities of our people are all critical to our success as a University.

Talent & Leadership Development will support the University to achieve its goals through the implementation of Our People Securing Success strategies:

- foster a culture that is both dynamic and innovative;
- cultivate empowering leaders at all levels;
- ensure access to the support and development we need to consistently do our best work;
- build improved mechanisms for recognition, reward and career development; and
- consolidate the reputation of the University as an employer of choice.

**Supported by five pillars**

- 1. Enhance Organisational Culture & Performance
- 2. Cultivate Empowering Leadership
- 3. Attract & Retain People with a Shared Purpose
- 4. Develop Careers
- 5. Recognise and Reward Our People

**Potential Unlimited.**

To download a copy of the strategy [westernsydney.edu.au/peoplestrategy](http://westernsydney.edu.au/peoplestrategy)

For more information please email: ourpeople@westernsydney.edu.au
MyVoice Staff Engagement Survey

MyVoice is an imperative measure of what’s important to the staff culture. Outcomes of our critical measures point to the development options for our programs and networks.

Over the past three surveys (2012, 2015 and 2018) the MyVoice results have highlighted common key areas for improvement across the University.

These areas of concern were identified as the key focus areas for the Collaborative Discussion Sessions and questions were formulated to better understand why these areas have scored so low over the past three surveys.

The key areas for improvement identified in the survey, and addressed in the collaborative discussion sessions are listed on the right.

Work groups have been established in all work areas and action plans created. Each group will report regularly on their progress towards their action plan and a combined report will be provided to the Executive each month. Organisational actions will intersect with the implementation of Our People Securing Success 2018-2021.

For more information please visit: westernsydney.edu.au/myvoice

CROSS-UNIT COOPERATION
⇒ What strategies/actions can we put in place to improve/enhance communication and cooperation across units?

WELLNESS AND WORKLOAD
⇒ What actions can we take to better manage workloads?
⇒ What strategies/actions can we put in place to increase workplace wellness?

CHANGE AND INNOVATION/ PROCESSES/ ENTREPRENEURSHIP
⇒ What can/should we do to manage change more effectively?
⇒ What specific actions can we put in place to improve processes?
⇒ What can we do to enhance ‘entrepreneurship’ at Western?

LEADERSHIP
⇒ What actions can our executive leaders put in place to better engage with staff?
⇒ What is your preferred form/frequency of communication with senior leaders?

CAREER OPPORTUNITIES
⇒ What career development opportunities would you like to have access to that will advance your career at Western?

For more information please visit: westernsydney.edu.au/myvoice
LEARNING AND DEVELOPMENT AT WESTERN SYDNEY – PATHWAYS

At Western Sydney University we are committed to the professional and career development of our people. TLD learning options are aligned to the University’s Strategy, Securing Success: 2018-2020, Capability Frameworks, the Professional Development Policy and other relevant policies. The 2019 Talent and Leadership Development Program is provided by the TLD team supported by internal and external partners. All programs align to Goal 6: A dynamic and innovative culture that secures success. To assist staff to plan and map their development, three Learning and Development Pathways that align with TLD programs are outlined on the following pages:

→ Administrative Development Pathways
→ Technical Officer Development Pathways
→ Leadership and Management Development Pathways
Administrative Development Pathways

Engaging with people – Building trust – Strengthening relationships – Increasing self awareness

NEW STARTERS

FACE-TO-FACE SESSIONS:
- Orientation for New Staff
- Customer Service & Professional Communication

ONLINE CURRICULUM:
- Orientation for New Employees
- Privacy at WSU
- WHS (allocated modules)
- EO Online
- Getting Started with MyCareer Online
- Introduction to Work Planning & Career Development
- TRIM Records Management

NEW ADMINISTRATORS

FACE-TO-FACE SESSIONS:
- Meetings and Minutes
- Complaints Handling
- Tools for Personal Productivity
- Information Systems [job specific] EG: Squiz Matrix Edit Plus

ONLINE CURRICULUM:
- Information Systems [job specific] EG: Oracle Financials (3 modules)
- eProcurement (3 modules)

EXPERIENCED ADMINISTRATORS

FACE-TO-FACE SESSIONS:
- Writing with Clarity
- Presentation Skills
- Recruiting the Right Person: Behavioural Interviewing
- Working with Emotional Intelligence
- Writing to Persuade
- The Psychology of Influence
- eLAMP: emerging leaders & managers program
- Tools for Personal Productivity
- Managing Yourself Through Change

ONLINE CURRICULUM:
- Leading Change
- Inducting your Staff
- Lynda.com – leadership and management options

SENIOR ADMINISTRATORS

FACE-TO-FACE SESSIONS:
- Inspire Leadership Program
- Writing to Persuade
- The Psychology of Influence
- Recruiting the Right Person: Behavioural Interviewing
- Tools for Personal Productivity
- Working with Emotional Intelligence

ONLINE CURRICULUM:
- Inducting your Staff
- Leading Change
- Recruitment Panel Chair Essentials
- Lynda.com – leadership and management options

ALL STAFF

Mandatory online programs with a requirement for regular review (on commencement and then every 2–3 years):
- Privacy at WSU
- WHS (allocated modules)
- Equal Opportunity

1 Required program
2 Review required every 2–3 years
3 Required training for recruitment panels
4 Program offered through The College. For more information on Accredited Training please contact The College at rto@westernsydney.edu.au

EXTENSION PROGRAMS
- Certificate IV in Leadership and Management
- Undergraduate study (eg Bachelor of Business and Commerce)
- Association for Tertiary Education Management (ATEM) Programs
- Australian Institute of Management (AIM) Programs
- LH Martin Institute Leadership Development Programs
- Public Sector Management Program
- GSM Executive Programs
- AIM Executive Program
## Technical Development Pathways

**Engaging with people – Building trust – Strengthening relationships – Increasing self awareness**

### NEW STARTERS

**FACE-TO-FACE SESSIONS:**
- Orientation for New Staff
- Customer Service & Professional Communication

**ONLINE CURRICULUM:**
- Orientation for New Employees
- Getting Started with MyCareer Online
- Introduction to Work Planning & Career Development
- TRIM Records Management

### NEW TECHNICIANS

**FACE-TO-FACE SESSIONS:**
- Complaints Handling
- Tools for Personal Productivity
- First Aid Training

**ONLINE CURRICULUM:**
- Career Development for Professional Staff
- Emergency Warden Training at WSU

### EXPERIENCED TECHNICIANS

**FACE-TO-FACE SESSIONS:**
- Writing with Clarity
- Critical Management Conversations
- Recruiting the Right Person: Behavioural Interviewing
- Presentation Skills
- Working with Emotional Intelligence
- Specialist training to meet unit needs (eg PC2 Training, Radiation Safety Training, Introduction to Research Ethics)

**ONLINE CURRICULUM:**
- Handling Difficult Conversations
- Leading Change

### SENIOR TECHNICIANS

**FACE-TO-FACE SESSIONS:**
- Inspire Leadership Program
- Writing to Persuade
- Meetings and Minutes
- The Psychology of Influence
- Tools for Personal Productivity
- Working with Emotional Intelligence
- Recruiting the Right Person: Behavioural Interviewing
- Critical Management Conversations

**ONLINE CURRICULUM:**
- Inducting your Staff
- Leading Change

### ALL STAFF

Mandatory online programs with a requirement for regular review (on commencement and then every 2–3 years):
- Privacy at WSU
- WHS (allocated modules)
- Equal Opportunity

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1 Required program
2 Review required every 2–3 years
3 Required training for recruitment panels
4 Program offered through The College. For more information on Accredited Training please contact The College at rto@westernsydney.edu.au

### EXTENSION PROGRAMS

- Certificate IV in Business Administration
- Undergraduate study eg Bachelor of Business and Commerce
- Certificate IV in Leadership and Management
- Diploma of Laboratory Technology
- Advanced Diploma of Laboratory Technology
- Postgraduate study
- TechNet Australia Annual Conferences
- Association for Tertiary Education Management (ATEM) Programs
- Certificate IV in Training and Assessment
- Universities Australia Programs
- AIM Postgraduate Certificate in Professional Management
- Australian Laboratory Managers’ Association
- Annual Conferences
Leader / Manager Development Pathways

Engaging with people – Building trust – Strengthening relationships – Increasing self awareness

**ASPIRING MANAGER/LEADER**

**FACE-TO-FACE SESSIONS:**
- Writing with Clarity
- Meetings and Minutes
- Presentation Skills
- Tools for Personal Productivity
- eLAMP: emerging leaders & managers program

**ONLINE CURRICULUM:**
- Conflict of Interest¹
- Privacy at WSU²
- WHS (allocated modules)²
- EO Online²
- Getting Started with MyCareer Online¹
- Introduction to Work Planning & Career Development
- TRIM Records Management

**NEW MANAGER/LEADER**

**FACE-TO-FACE SESSIONS:**
- Working with Emotional Intelligence
- Writing to Persuade
- Coaching Conversations
- eLAMP: emerging leaders & managers program
- Inspire Leadership Program
- Critical Management Conversations
- Meetings and Minutes
- Mentoring Program
- Complaints Handling
- WHS for Managers & Supervisors¹

**ONLINE CURRICULUM:**
- Inducting Your Staff
- Introduction to Work Planning & Career Development

**EXPERIENCED MANAGER/LEADER**

**FACE-TO-FACE SESSIONS:**
- Coaching Conversations
- Inspire Leadership Program
- Critical Management Conversations
- Mentoring Program
- Recruiting the Right Person: Behavioural Interviewing⁴
- Writing to Persuade
- The Psychology of Influence
- Tools for Personal Productivity

**ONLINE CURRICULUM:**
- Leading Change
- Recruitment Panel Chair Essentials
- Lynda.com – leadership and management options

**SENIOR MANAGER/LEADER**

**FACE-TO-FACE SESSIONS:**
- 360° Feedback
- Coaching Conversations
- Executive Coaching
- Senior Management Conference
- Senior Leadership Strategic Workshop
- Quality Forum
- Custom Leadership Development
- Critical Management Conversations

**ONLINE CURRICULUM:**
- Leading Change
- Recruitment Panel Chair Essentials
- Lynda.com – leadership and management options

**EXTENSION PROGRAMS**
- Certificate IV in Leadership and Management¹
- Undergraduate study (e.g. Bachelor of Business and Commerce)
- Institute of Public Administration NSW (IPPA) Programs
- Association for Tertiary Education Management (ATEM) Programs
- Australian Institute of Management (AIM) Programs
- LH Martin Institute Leadership Development Programs
- Public Sector Management Program
- GSM Executive Programs
- AIM Executive Programs

**ALL STAFF**

Mandatory online programs with a requirement for regular review (on commencement and then every 2-3 years):
- Privacy at WSU²
- WHS (allocated modules)²
- Equal Opportunity²

¹ Required program
² Review required every 2–3 years
³ Required training for recruitment panels
⁴ Program offered through The College. For more information on Accredited Training please contact The College at: rto@westernsydney.edu.au
LEADERSHIP AND MANAGEMENT DEVELOPMENT STRATEGY

The University recognises the talents of its people and is highly committed to developing the capabilities, skills and confidence of its managers and supervisors at all levels.

At Western Sydney University, leaders and managers are expected to demonstrate the following values and behaviours:

- Have high ethical and professional standards
- Be transparent, accountable and responsible for their actions
- Commit to the mission and values of the University
- Work with the people and teams to meet standards and goals for high performance
- 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 programs are underpinned by a capability framework that reflects the essential skills, attributes and behaviours expected of Western Sydney University leaders and managers. These include:

- Demonstration of the Western Sydney University 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 is broad ranging and includes the Senior Management Conference, the Quality Forum, Inspire Leadership Program, Academic and Professional Mentoring Programs, Critical Management Conversations, numerous networking forums, seminars, short study programs, specialised consulting and coaching.

Professional coaching for senior leaders is offered via a network of Western Sydney University approved external providers on a fee for service basis. For more information about individual and small group coaching please contact TLD at: tld@westernsydney.edu.au

ELAMP – EMERGING LEADERS & MANAGERS PROGRAM

The Emerging Leaders and Managers Program (eLAMP) is designed for new and aspiring tertiary education managers to develop their skills, knowledge and capacities to lead and manage effectively in the rapidly changing tertiary education environment. Outcomes include:

- An understanding of the breadth and depth of the tertiary education landscape in the Australian, New Zealand and global contexts;
- An understanding of the complex internal and external drivers influencing the sector and how to respond appropriately to them;
- An insight into the different roles and styles leaders and managers need to adopt to be successful in their roles;
- A grasp of the nuances of policy and learn how it aligns with strategic intention and how it influences the development of organisational culture; and
- Greater understanding of institutional challenges through case studies and online discussions.

eLAMP comprises four online study modules with a suggested study commitment of approximately 30 hours over 8 – 9 weeks per module. The online learning is supplemented by short face-to-face and Zoom sessions during the module, and each module is completed by a one-day integration workshop.

Module 1: Managing and Developing Yourself
- focuses on knowing the self well before considering managing others.

Module 2: Managing and Developing Others
- focuses on inter-personal intelligence and the specifics of transitioning into a management role.

Module 3: Managing and Developing the Business
- firmly situates business development within the tertiary education management environment and includes sections on thinking and working strategically and sustaining tertiary education institutions.

Module 4: Understanding the Tertiary Education Landscape
- This is the most theoretical module of the program. It covers the history and evolution of Australian tertiary education and policy processes and outcomes. It explores the increasing importance of management and the marketplace, policy settings, institutional governance, funding, internationalisation, institutional and sector diversity, and globalisation.

Successful completion of the four modules provides a pathway into a postgraduate award. This for-credit option provides entry into any LH Martin Institute Graduate Certificate (GC) course with advanced standing for 25 credit points, which is half of the 50 credit point GC.

CRITICAL MANAGEMENT CONVERSATIONS

Critical Management Conversations is a new program that replaces the Foundational Leadership and Management Program*; This program is designed to provide the opportunities for skill development and content knowledge in a supportive environment.

Critical Management Conversations recognises that Managers and Supervisors have an important responsibility as people managers and to do this they need to:

- ensure staff are aware of, work within, and support the implementation of the guidelines established by relevant legislation, University policies, procedures and the Staff Agreements;
- be aligned to the University’s strategic goals, values, and Code of Conduct; and
- apply the appropriate guidelines and standards for developing staff and managing performance.

Research indicates that up to 70% of professional learning occurs on the job and in no small part emerges from conversations and interactions we have with work colleagues. This program provides critical content knowledge online so it can be accessed when required rather than having to wait for a program to be scheduled. A series of 2 hour face-to-face sessions will focus on discussions about critical management issues that we all face in a supportive peer-to-peer learning environment.

Critical Management Conversations provides a curriculum of selected core face-to-face and online learning, supported by regular shorter opportunities to discuss critical issues in a supportive environment to assist all managers and leaders to be successful in their roles.

New Managers and Supervisors should complete the required components of the program during the first 18 months in their role.

Critical Management Conversations is designed as a practical launch pad for supervisors and managers (including academic managers) to the suite of Leadership programs provided across the University. This program directly supports the University’s Securing Success strategic goal 6.4 – Develop staff capabilities in key impact areas of the University’s strategic plan.

* Any elements of Foundational Leadership and Management Program completed in the last 5 years will be counted towards completion of Critical Management Conversations. Experienced managers and supervisors are encouraged to refresh their learning at least every 3 years.
## Critical Management Conversations

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<thead>
<tr>
<th>FACE TO FACE CURRICULUM</th>
<th>ONLINE CURRICULUM</th>
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</thead>
<tbody>
<tr>
<td>≥ Coaching Conversations (1 day)</td>
<td>≥ Introduction to Work Planning and Career Development</td>
</tr>
<tr>
<td>≥ Developing High Performing Teams (1 day)</td>
<td>≥ HR Responsibilities for Managers and Supervisors (new)</td>
</tr>
<tr>
<td>≥ Prevent Things Going ‘Pear –Shaped’ (1 day)</td>
<td>≥ Preventing and Responding to Adverse Behaviours (new)</td>
</tr>
<tr>
<td>≥ Managing Performance and Achievement (1 day)</td>
<td>≥ Flexible Work at WSU</td>
</tr>
<tr>
<td>≥ WHS for Managers and Supervisors (3/4 day)</td>
<td>≥ Management Accounting at WSU (new)</td>
</tr>
<tr>
<td>≥ Critical Management Conversations (2 hrs monthly) – discussions re critical management issues such as: managing difficult situations; work planning &amp; career development review; leading change; outcomes-based management; managing up; motivating others; time management paradox; managing risk; critical thinking; working with complexity; good governance</td>
<td>≥ Financial Operations at WSU (new)</td>
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<td></td>
<td>≥ Risk Management at WSU (under development)</td>
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<td></td>
<td>≥ Preventing Fraud and Corruption (under development)</td>
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<tr>
<td></td>
<td>≥ Procurement at WSU</td>
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<td></td>
<td>≥ Conflict of Interest</td>
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<td>≥ Inducting Your Staff</td>
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## Extension Curriculum

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<thead>
<tr>
<th>FACE-TO-FACE OPTIONS</th>
<th>ONLINE LEARNING OPTIONS</th>
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<tbody>
<tr>
<td>≥ Organisational Storytelling</td>
<td>≥ Developing Your Leadership Philosophy</td>
</tr>
<tr>
<td>≥ Appreciating Diversity Using DiSC</td>
<td>≥ Thought Leadership</td>
</tr>
<tr>
<td>≥ eLAMP – emerging leaders and managers program</td>
<td>≥ Leading with Emotional Intelligence</td>
</tr>
<tr>
<td>≥ Inspire Leadership Program</td>
<td>≥ Cultivating a Growth Mindset</td>
</tr>
<tr>
<td>≥ Mentoring Program (Academic or Professional)</td>
<td>≥ Improving your Conflict Competence</td>
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<td></td>
<td>≥ Decision Making Strategies</td>
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<tr>
<td></td>
<td>≥ Coaching and Developing Employees</td>
</tr>
<tr>
<td></td>
<td>≥ Motivating and Engaging Employees</td>
</tr>
<tr>
<td></td>
<td>≥ ... plus many other Lynda.com options</td>
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</table>
Capability Framework

The Capability Framework below was developed through the Our People 2015 staffing strategy. The diagram describes the core capabilities for all staff at Western Sydney University. The Talent and Leadership Development Program aligns with the University Core Capabilities.

During 2019, a new Western Capability Framework will be developed as part of Our People Securing Success 2018-2021 that builds on and enhances this existing framework. Clear expectations for staff at all levels across Western will be developed through broad consultation. The new Western Capability Framework will underpin all University functions that impact on employee experience.

GLOSSARY

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
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<tr>
<td>Work Plan</td>
<td>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.</td>
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<tr>
<td>Career Development</td>
<td>Describes an individual’s career aspirations and development needs and goals.</td>
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<tr>
<td>Development Plan</td>
<td>Describes goals related to an individual’s capability/skills and outlines development activities such as training and coaching, in terms of specific development activities and timelines to support current and future work.</td>
</tr>
<tr>
<td>Capabilities</td>
<td>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.</td>
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THE 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 360 degree feedback survey on leadership roles, access to online learning resources, peer mentoring, completion of an action learning leadership project and guest speakers.

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

Program Aim: To enhance the leadership and management capabilities of Academic and Professional leaders to both be inspired and to inspire others to achieve their aspirations and make a difference in the University and broader community.

Learning Outcomes:
- Apply the Integrated Leader/Manager Framework (LMF) to your leadership role
- Identify leadership capabilities and strengths in self and others
- Identify strategies to build positive working relationships
- Describe the value of coaching and peer mentoring as a leadership development strategy
- Plan and implement an action learning project on leadership
- Identify resources to support you in undertaking your project

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

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

ONLINE LEARNING FOR STAFF AT WESTERN SYDNEY UNIVERSITY

MyCareer Online provides University staff members with the ability to access online modules on a range of topics. New online courses are being developed or acquired to support our blended learning programs, incorporating face to face and online delivered content. This includes the provision of a specially selected range of Lynda.com courses and a suite of 34 Epigeum courses covering researcher and teaching skills, all available from MyCareer Online. The Epigeum courses are available until August 2019 and interested academic staff are encouraged to access them before this time.

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 courses related to this process including Career Development for Academics and Career Development for Professionals, as well as the new Lynda.com courses.

As part of the blended learning approach, TLD also facilitates the development and publication of online courses for access by staff members from MyCareer Online. If you require further information on blended learning and developing or publishing online modules for specific staff requirements, please contact Ted Webber: t.webber@westernsydney.edu.au

To find out more about online courses for staff, go to the TLD Online Learning page at: westernsydney.edu.au/tld_courses

WORK PLANNING AND CAREER DEVELOPMENT CONVERSATIONS

Western Sydney University recognises the importance of career development and planning for its staff. Regular conversations between supervisor and staff member inform the University’s Work Planning and Career Development process as outlined in the Staff Agreements. All ongoing staff and staff on fixed-term contracts of 12 months or more are required to participate.

The Work Planning and Career Development conversations are intended to provide you with the guidance, direction and support to navigate the various career pathways and development opportunities at the University, and to help with the planning of your work aligned to the Securing Success 2017-2020 strategic plan.

The Work Planning and Career Development process uses the MyCareer Online System to help keep your career development and work plans and activities on track and up to date. Work Planning and Career Development 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 work unit plans, individual goals and objectives, and using MyCareer Online, contact Talent and Leadership Development at tld@westernsydney.edu.au
INFORMATION FOR NEW STAFF

The face-to-face Orientation for New Staff provides an overview of Western Sydney University, its strategic directions, governance and organisational structure, key policies, employment conditions, staff benefits and services available. This program complements the induction sessions provided by your School or Unit.

Staff are also required to complete online training in a number of areas including:

- Orientation for New Employees
- Equal Opportunity Online
- Getting Started with MyCareer Online
- Introduction to Work Planning and Career Development
- WHS Modules 1-4 (+5 if required)
- Privacy at WSU

Supervisors new to the University are encouraged to undertake the following face-to-face and online courses:

- Critical Management Conversations (compulsory for all Supervisors and Managers)
- Inducting Your Staff (online)
- Getting Started with MyCareer Online for Managers and Supervisors (online)

**Further information for New Staff**

For information and resources to help you in the first few weeks of your employment at the University, including frequently asked questions, pay and benefits, and an Induction Plan and Checklist, please visit the Office of Human Resources website: westernsydney.edu.au/your_employment

**INFORMATION FOR NEW ACADEMIC STAFF**

**Foundations of University Learning and Teaching**

The Foundations of University Learning and Teaching (FULT) program is project-based and runs over one semester. 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@westernsydney.edu.au

**Sessional Staff Recognition Enhancement and Development (RED) Orientation Program**

This program is run early each major teaching period to help orient new sessional staff to learning and teaching at WSU, and helps them develop effective learning environments with their students. Participants will complete two short online modules focused on supporting, identifying, developing and implementing good practice in a variety of different teaching and learning contexts and then attend a two-hour face-to-face collaborative session. Staff completing the program will be paid for three hours of general academic work (based on completing at least two of the online study modules and attending the two-hour face-to-face session). Priority will be given to new sessional staff at WSU.

Please direct Program enquiries to Sharon Short at s.short@westernsydney.edu.au

**Campus Based Speed Mentoring**

These campus based sessions are an opportunity for early to mid-career researchers to meet with members of the Professoriate in 10 minute intervals to discuss teaching, research, governance, engagement and writing.

For more information, go to: westernsydney.edu.au/speed_mentoring

**Early – Mid Career Academic Networks**

Various campus based Early – Mid Career Academic networks have been scheduled to provide vital support for academics in developing their careers. Events involve guest speakers, subject matter experts and resources to assist with career planning and development.

For more information, go to: westernsydney.edu.au/tld_courses

**Library**

The Library provides support and training in Turnitin, I:Cite, EndNote X7 and RefWorks. More information is available on the Library website: library.westernsydney.edu.au/main/services/training

**RELEVANT AGREEMENTS, POLICIES AND GUIDELINES:**

- Professional and Academic Staff Agreement westernsydney.edu.au/staffagreements
- Professional Development Policy policies.uws.edu.au/view.current.php?id=00136
- Professional Development – Continuing professional development guidelines policies.uws.edu.au/view.current.php?id=00251
- Academic Development Program (ADP) for Academic Staff Policy policies.uws.edu.au/view.current.php?id=00075
CAREER DEVELOPMENT OPPORTUNITIES: RECOGNISING AND REWARDING EXCELLENCE

An underlying goal of the University’s Securing Success 2018–2020 Strategic Plan is to have a “…dynamic and innovative culture that secures success.”

The University’s success depends on the dedication, professionalism, innovation and capabilities of its staff. Western Sydney University strives to recruit and retain the best people using a broad range of measures, including different ways to recognise and reward excellence.

The University provides the following professional and career development opportunities for staff to broaden their skills and experience.

1. Vice-Chancellor’s Excellence Awards
The Vice-Chancellor’s Excellence Awards showcase the endeavours and accomplishments of our staff and reward, recognise and encourage excellence in performance and achievements.

There are eight award categories:

- Excellence in Teaching
- Excellence in Professional Service
- Excellence in Postgraduate Research Training and Supervision
- Excellence in University Engagement and Sustainability
- Excellence in Leadership
- Excellence as an Early Career Researcher
- The College Award for Excellence
- Excellence in Research (Researcher of the Year)

Guidelines regarding these awards can be found at: westernsydney.edu.au/university_awards

2. Deputy Vice-Chancellor’s (Research & Development) Excellence Awards
There are two award categories:

- Research Excellence through Partnership
- Excellence in Research Interdisciplinary Team

Guidelines regarding these awards can be found at: westernsydney.edu.au/university_awards

3. Vice-Chancellor’s Professional Development Scholarships
The Vice-Chancellor’s Professional Development Scholarships Program offers up to sixteen $3000 Scholarships for staff to attend relevant conferences or programs to further their professional or career development:

- 12 x $3000 scholarships are available for academic staff
- 6 x $3000 scholarships are available for sessional academic staff
- 12 x $3000 scholarships are available for professional staff
- 2 x $3000 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: westernsydney.edu.au/vcpd

4. Western Sydney University Staff Postgraduate Coursework Study Scholarships
The Western Sydney Postgraduate Coursework Study Scholarships provide support in achieving postgraduate qualifications in management, leadership and a range of disciplines. It is one of the initiatives that Western has implemented in recent years to support the career development of our academic and professional staff.

The scholarships are offered annually and are available to both academic and professional staff. Reduced fees are offered for Western Sydney University postgraduate coursework degrees, with units capped at $1,000 each.

For further information and application guidelines, please visit: westernsydney.edu.au/staffpostgrad

5. 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 or on the TLD website: westernsydney.edu.au/tld/
6. Academic Promotion
The University seeks to attract, retain and develop very high quality staff to put into effect its educational and research plans and to achieve its goals. As part of this commitment it seeks to encourage, by way of promotion, those members of academic staff who demonstrate outstanding qualities in the performance of their responsibilities. Through promotion, the University acknowledges the contributions made by academic staff within the University and the wider community.

There is an always-open process for academic promotions, with applications accepted throughout the year. The Academic Promotions Committee will convene three times per year to consider applications.

To view the relevant policy, procedures and guidelines relating to academic promotion, please refer to the website: westernsydney.edu.au/academic_promotion

7. Academic Development Program (ADP)
The underlying principle of an academic development program is to allow academic employees to have an extended period of time away from day-to-day work duties to concentrate on research, scholarship, collaboration and knowledge-building. ADP will generally involve working with colleagues at other institutions, either overseas or within Australia.

Employees may apply for a period of up to 22 weeks in total. Employees may apply for ADP leave in only one of the following time periods. Note: regardless of the option selected, only one teaching period can be affected for the ADP leave:

a. One block of ADP covering 22 weeks
b. 2 x 11 week blocks to be taken over 2 year period
c. 3 x 7 week blocks to be taken over a 2 year period

For further information refer to the website: westernsydney.edu.au/adp

8. Relevant Policies and Guidelines
Academic Promotions Policy

Academic Development Program (ADP) for Academic Staff
policies.westernsydney.edu.au/document/view.current.php?id=75

Education Allowance and Study Leave

Guidelines for Continuing Professional Development
policies.westernsydney.edu.au/view.current.php?id=00231

Professional Development Policy

Staff Postgraduate Coursework Study Scholarships
westernsydney.edu.au/staffpostgrad

Retreats & Conference Policies
policies.westernsydney.edu.au/document/view.current.php?id=190

Vice-Chancellor’s Excellence Awards Policy

Vice-Chancellor’s Professional Development Scholarships
westernsydney.edu.au/vcpd
## SECTION 2: Learning and Development Programs

This section provides details of the suite of 2019 Learning and Development Programs available to all staff.

TLD is committed to professional and career development designed to enhance staff capabilities.

**Leadership and Management Development**

The Leadership and Management Development Program reflects the essential leadership capabilities, attributes and behaviours a contemporary leader needs, to be effective and successful in their leadership role.

<table>
<thead>
<tr>
<th>PROGRAM NAME</th>
<th>INTENDED FOR</th>
<th>PROGRAM DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate IV in Leadership and Management*</td>
<td>Supervisors, team leaders and manager</td>
<td>Gain a nationally recognised qualification and improve and develop your ability to supervise and manage others.</td>
</tr>
<tr>
<td>Coaching Conversations</td>
<td>Required training for all new managers &amp; supervisors and inspire participants</td>
<td>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.</td>
</tr>
<tr>
<td>Conflict of Interest</td>
<td>All staff</td>
<td>This online module 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.</td>
</tr>
<tr>
<td>Critical Management Conversations</td>
<td>Required training for all new managers and supervisors</td>
<td>This program comprises a series of monthly two-hour sessions for managers and supervisors. Sessions will address critical management issues to assist all managers and supervisors to develop management practice excellence at Western. Sessions will be supplemented with online modules and identified face-to-face learning programs.</td>
</tr>
<tr>
<td>Developing High Performing Teams</td>
<td>Required training for all new managers and supervisors</td>
<td>Developing high performing teams will take managers through the proven grounding principles of how to build, lead and empower an effective team, and provide tools to create and sustain a team culture. The program is full of practical tips to help you build an effective team or make the necessary changes to take an existing team to the next level and higher performance.</td>
</tr>
<tr>
<td>Financial Operations at Western</td>
<td>Required training for all new managers and supervisors</td>
<td>This short online program outlines financial responsibilities for line managers, and provides an introduction to essential financial knowledge and operations at Western.</td>
</tr>
<tr>
<td>Flexible Work at Western Sydney University</td>
<td>All managers and supervisors</td>
<td>Online course to assist managers &amp; staff to better understand what flexible work at Western means, explore the various options available, and appreciate staff responsibilities as defined by Federal and State Legislation and University policy.</td>
</tr>
<tr>
<td>HR Responsibilities for Managers and Supervisors</td>
<td>Required training for all new managers and supervisors</td>
<td>This short online program provides essential HR information and outlines the key responsibilities for all line managers at Western.</td>
</tr>
<tr>
<td>Inducting Your Staff</td>
<td>Managers and supervisors who need to induct new staff</td>
<td>Assists supervisors and managers to induct new staff. This online module outlines the steps for introducing new staff to Western Sydney University, their responsibilities and working at the University.</td>
</tr>
</tbody>
</table>

* Program offered through The College. For more information on Accredited Training please contact The College at rto@westernsydney.edu.au
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<tr>
<td>Inspire Leadership Program</td>
<td>Academic and professional managers and leaders in a supervisory role</td>
<td>Take part in a unique blended learning program to enhance your leadership and management capabilities. Complete a 360 degree survey, online modules, and workshops with senior staff as guest speakers. Participate in peer mentoring and an action learning leadership project.</td>
</tr>
<tr>
<td>Introduction to Work Planning &amp; Career Development</td>
<td>All staff</td>
<td>Gain an understanding of the University performance planning and development process.</td>
</tr>
<tr>
<td>Leading Through Change (scheduled on request)</td>
<td>Managers, supervisors and project leads</td>
<td>Leading people through change is an essential skill required by today’s leaders. This practical workshop will cover a range of change management principles, strategies &amp; techniques for leading through change effectively.</td>
</tr>
<tr>
<td>Lynda.com courses</td>
<td>All staff</td>
<td>A specially selected range of Lynda.com courses covering many areas of leadership and management development have been made available to all University staff directly from MyCareer Online.</td>
</tr>
<tr>
<td>Management Accounting at Western</td>
<td>All new managers and supervisors</td>
<td>This short online program provides essential management accounting knowledge for line managers at Western.</td>
</tr>
<tr>
<td>Managing Performance and Achievement</td>
<td>Required training for all new managers and supervisors</td>
<td>Provides the techniques, skills and tools that provide solutions to improving performance by: Linking 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</td>
</tr>
<tr>
<td>Organisational Storytelling</td>
<td>All staff (in particular leaders and managers)</td>
<td>This interactive workshop explores the ‘power of story’ to surface awareness of how our conversations impact culture. We will use this awareness to create stories to engage, persuade, influence others, &amp; build trust. We will design ways to promote stories that enable us to meet the challenges we face.</td>
</tr>
<tr>
<td>Preventing Fraud &amp; Corruption</td>
<td>All staff</td>
<td>This is a short online module that will outline responsibilities for all staff regarding preventing fraud and corruption. (Under development)</td>
</tr>
<tr>
<td>Preventing and Responding to Adverse Behaviour</td>
<td>Required training for all new managers and supervisors</td>
<td>This short online program will outline how to identify, prevent and appropriately respond to adverse behaviours, including behaviours identified as unprofessional, bullying, harassment and abusive. This program aims to build an inclusive, diverse and empowering culture.</td>
</tr>
<tr>
<td>Preventing Things going ‘Pear Shaped’</td>
<td>Required training for all new managers and supervisors</td>
<td>When leading /managing staff, situations may arise that require quick and appropriate action. Not following correct procedures or policies can cause more problems. This workshop provides practical information on the correct processes, who to contact for advice, and pitfalls to avoid.</td>
</tr>
<tr>
<td>Procurement at Western Sydney University</td>
<td>All staff</td>
<td>Learn about the procurement process at Western Sydney University by completing this online module.</td>
</tr>
<tr>
<td>Quality Forum</td>
<td>Invitation only event</td>
<td>An annual forum hosted by the Vice-Chancellor and Executive to discuss quality improvements in the University’s core activities.</td>
</tr>
<tr>
<td>Recruiting the Right Person - Behavioural Interviewing</td>
<td>WSU staff who will be a convenor or panel member</td>
<td>This program focuses on the Western Sydney University recruitment and selection process and behavioural interviewing, including writing selection criteria, developing behavioural questions, and unconscious bias.</td>
</tr>
<tr>
<td>Recruitment Panel Chair Essentials</td>
<td>All recruitment panel convenors/ chairs</td>
<td>This 15 minute online module aims to ensure that all panel chairs understand the responsibilities associated with this critical role.</td>
</tr>
<tr>
<td>PROGRAM NAME</td>
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<tr>
<td>Risk Management at Western</td>
<td>All staff</td>
<td>This online module provides essential risk management knowledge and processes to successfully manage risk at Western. <em>(Under development)</em></td>
</tr>
<tr>
<td>Senior Management Conference</td>
<td>Invitation only event</td>
<td>An annual conference for senior staff at the University hosted by the Vice-Chancellor and Executive to discuss and provide input into the University’s strategic plan and priorities.</td>
</tr>
<tr>
<td>The Psychology of Influence</td>
<td>All staff</td>
<td>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.</td>
</tr>
<tr>
<td>Working With Emotional Intelligence</td>
<td>All staff</td>
<td>Emotional intelligence (EQ) determines how you handle yourself. By building your EQ you can increase your influence, reduce stress and build healthier work relationships.</td>
</tr>
<tr>
<td>WHS for Managers and Supervisors</td>
<td>Required training for all managers and supervisors</td>
<td>Provides managers and supervisors with the skills and knowledge needed to manage health and safety at Western. This is essential learning required under State WHS legislation for all staff who have Risk Management duties.</td>
</tr>
</tbody>
</table>
Career Development

The University 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 Work Planning and Career Development process will assist you to plan your work, learning and development goals.

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<th>PROGRAM NAME</th>
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</thead>
<tbody>
<tr>
<td>Academic Mentoring Program</td>
<td>Nominated staff</td>
<td>Provides career development, support and opportunities for early and mid-career Academic staff.</td>
</tr>
<tr>
<td>Appreciating Diversity Using DISC</td>
<td>All staff</td>
<td>This program will explore strategies to enhance one’s own potential and that of others. Participation in this program will involve undertaking the Everything DiSC® profile ($120 pp) prior to the workshop and participants may also request an individual debrief of their profile post workshop.</td>
</tr>
<tr>
<td>Business Writing Online Learning</td>
<td>All staff</td>
<td>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.</td>
</tr>
<tr>
<td>Career Development for Academic Staff</td>
<td>Academic staff</td>
<td>Provides a comprehensive range of tools, templates and information for Western Sydney University academics on how to plan their career in an academic environment.</td>
</tr>
<tr>
<td>Career Development for Professional Staff</td>
<td>Professional staff</td>
<td>Provides a comprehensive range of tools, templates and information for Western Sydney University professional staff on how to plan their career in a university environment.</td>
</tr>
<tr>
<td>Certificate IV in Training &amp; Assessment*</td>
<td>All staff</td>
<td>Gain a nationally recognised qualification and be able to deliver training and conduct competency based assessment.</td>
</tr>
<tr>
<td>Changing Gears: Engaging in Challenging Conversations</td>
<td>All staff (Expressions of interest required)</td>
<td>Develop practical strategies for reflection, taking action and engaging in challenging conversations. This workshop will help you to assess challenging situations from different perspectives and determine either a plan of action or options for responding effectively.</td>
</tr>
<tr>
<td>Collaborative Decision Making</td>
<td>All staff</td>
<td>Learn to recognise how you approach decisions, and explore different thinking patterns and ways to inform and improve your decision making and communication skills.</td>
</tr>
<tr>
<td>Customer Service and Professional Communication</td>
<td>All staff</td>
<td>Learn to engage with your customers, provide an exceptional customer experience and develop skills to communicate effectively with a professional attitude.</td>
</tr>
<tr>
<td>Email Etiquette</td>
<td>All staff</td>
<td>Maximise the effectiveness of your email communication with this online module.</td>
</tr>
<tr>
<td>Foundations of University Learning &amp; Teaching (FULT) Program</td>
<td>Newly appointed full-time academic staff</td>
<td>The Foundations of University Learning and Teaching (FULT) program is project-based and runs over one semester. 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.</td>
</tr>
<tr>
<td>Handling Workplace Conflict</td>
<td>All staff</td>
<td>This interactive workshop will enable you to think about conflict situations from different perspectives and look for resolutions that are based in empathy and positive outcomes for all. The program is suitable for reflecting on workplace conflict situations between individuals and within groups, and can be applied even in the most emotive situations.</td>
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<tr>
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<tr>
<td>Project Management</td>
<td>All interested staff</td>
<td>Project Managers and teams are more successful when they use best practice techniques and processes in their projects, no matter the scale or type of the project. This program is offered in a three-part series (Introduction, Intermediate and Advanced) that will provide you with underlying knowledge and best practices to manage a range of projects. It will build on your understanding of project management basics and will take a structured approach to managing and tracking your project to achieve your goals.</td>
</tr>
<tr>
<td>Introduction to Work Planning and</td>
<td>All staff. Required training</td>
<td>Gain an understanding of the University performance planning and development process.</td>
</tr>
<tr>
<td>Career Development</td>
<td>for all managers and supervisors</td>
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</tr>
<tr>
<td>Job Application and Interview Skills</td>
<td>All staff</td>
<td>This program reviews the Western Sydney University selection process and provides practical information to help you reflect on your career, build a standout resume, address selection criteria, and prepare for interviews.</td>
</tr>
<tr>
<td>Lynda.com Courses</td>
<td>Intended for all staff.</td>
<td>A specially selected range of Lynda.com courses covering many areas of career development have been made available to all University staff directly from MyCareer Online.</td>
</tr>
<tr>
<td>Mapping Your Business Improvement</td>
<td>All interested staff</td>
<td>Good process and procedure documentation, controls, and governance are key elements in being able to better understand your business and identify continuous improvement opportunities. Process maps are key communication tools providing role clarity, and responsibility and accountability chains, especially across multi-disciplinary support teams. This course will provide you with the tools to effectively map your business processes, and develop clear well documented procedures.</td>
</tr>
<tr>
<td>Meetings &amp; Minutes</td>
<td>All staff</td>
<td>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.</td>
</tr>
<tr>
<td>Presentation Skills</td>
<td>Staff wishing to build or</td>
<td>Learn the basics of how to design and deliver effective presentations using a variety of techniques, tips and tools.</td>
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<td>refresh their skills and</td>
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<td>confidence in presenting to</td>
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<td>groups</td>
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<tr>
<td>Professional Staff Conference</td>
<td>All professional staff, including administrators, managers and technical officers</td>
<td>Since its inception in 2010, the University’s Professional Staff Conference has become an important event in the University calendar. It has given us the opportunity to share what we do across the University and to engage with our senior leaders on strategic discussions. The program features opening addresses by the University Executive, keynote speakers, concurrent sessions (comprising presentations by professional staff that show case achievements, innovations, best practice and collective ventures at Western), and networking opportunities. For further information about the Conference, please see westernsydney.edu.au/conference</td>
</tr>
<tr>
<td>Professional Staff Mentoring</td>
<td>All professional staff</td>
<td>This program provides career development, support and opportunities for Professional Staff</td>
</tr>
<tr>
<td>Researcher Development Events</td>
<td>Academic staff</td>
<td>These events focus on the individual researcher – specifically, on determining a professional development path for improving skills as a researcher. Events will be tailored to identified research needs and are offered in partnership with the DVC REDI Office.</td>
</tr>
<tr>
<td>Researcher Skills</td>
<td>Academic staff</td>
<td>This suite of 34 online courses developed by Epigeum (part of Oxford University Press) is provided to enhance your skills in the Academic research area, so as to prepare you for the critical journey ahead at Western Sydney University.</td>
</tr>
<tr>
<td>PROGRAM NAME</td>
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<td>PROGRAM DESCRIPTION</td>
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</tr>
<tr>
<td>Tools for Personal Productivity</td>
<td>All staff</td>
<td>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”!</td>
</tr>
<tr>
<td>Winning Strategies for a New Job</td>
<td>All staff or whole work units</td>
<td>This online module provides staff members with ways to effectively navigate through the early stages of their new job at the University.</td>
</tr>
<tr>
<td>Working with Emotional Intelligence</td>
<td>All staff</td>
<td>Understand how thinking patterns and emotional states influence your success at work and in life. Then learn how to access positive states quickly and easily.</td>
</tr>
<tr>
<td>Writing for Clarity</td>
<td>All staff</td>
<td>A course designed to help you write complex information in a clear and functional way without sacrificing rigour or accuracy.</td>
</tr>
<tr>
<td>Writing to Persuade</td>
<td>All staff</td>
<td>This course is the companion course to Writing for Clarity and is designed to develop your writing skills to help you get your recommendations accepted through presenting clear cases that balance risks and opportunities. You will learn how to stop your work being sent back for revision and to better understand what senior managers are really looking for. You will also learn how to write letters that say ‘No’ clearly and respectfully.</td>
</tr>
</tbody>
</table>
Organisational Knowledge and Policies

Programs within this stream are designed to build your knowledge and understanding of legal obligations impacting your work at the University. You will apply a range of University policies and procedures to enhance your effectiveness in University administration.

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<tbody>
<tr>
<td>Academic Integration Plans – The Nuts and Bolts</td>
<td>All staff</td>
<td>This online module familiarises staff with the Commonwealth disability legislation and provides the knowledge and skills to understand and effectively implement Academic Integration Plans (AIPs).</td>
</tr>
<tr>
<td>Compliance Program</td>
<td>All staff</td>
<td>The University’s compliance program depends on the active commitment of all staff. This suite of online courses provides you with essential knowledge in relation to your compliance responsibilities at Western Sydney University.</td>
</tr>
<tr>
<td>Conflict of Interest</td>
<td>All staff</td>
<td>This online module 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.</td>
</tr>
<tr>
<td>(The) Essential Guide to Navigating Contracts at Western</td>
<td>Staff engaged in procurement or negotiation of large transactions</td>
<td>This half day workshop provides University staff with information about contracts and their development and management.</td>
</tr>
<tr>
<td>Flexible Work at Western Sydney University</td>
<td>Managers and supervisors</td>
<td>A self-paced online course that assists Managers and staff to better understand what flexible work at Western Sydney University means, explore the various options available, and appreciate staff responsibilities as defined by Federal and State Legislation and University policy. Managers are encouraged to complete this training.</td>
</tr>
<tr>
<td>Influencing Climate Change</td>
<td>All staff</td>
<td>This online module provides an understanding of what climate change is and how its effects can be mitigated.</td>
</tr>
<tr>
<td>Orientation for New Employees (online)</td>
<td>All new and existing staff and as an ongoing reference</td>
<td>This online module provides an overview of Western Sydney University history, structure, policies and procedures together with information about working at the University.</td>
</tr>
<tr>
<td>Orientation for New Staff</td>
<td>All new staff</td>
<td>Gain an overview of the University, its strategic direction and priorities, and relevant policies and employee benefits. Face-to-face program.</td>
</tr>
<tr>
<td>Privacy at Western Sydney University</td>
<td>All staff</td>
<td>This online module provides you with comprehensive information on the privacy regulatory framework that applies to the University, together with the associated University policies. You will also learn about the stages of the personal information life cycle, the security of and access requirements for personal information held by the University, as well as a number of other obligations</td>
</tr>
<tr>
<td>Procurement at Western Sydney University</td>
<td>All staff</td>
<td>Learn about the procurement process at Western Sydney University by completing this online module.</td>
</tr>
<tr>
<td>Recruitment Panel Chair Essentials</td>
<td>All recruitment panel convenors/chairs; recommended for all panel members</td>
<td>The aim of this online module is to ensure that all recruitment panel chairs understand the responsibilities associated with this critical role. On completion you will be able to complete the key associated tasks.</td>
</tr>
<tr>
<td>Recruiting the Right Person – Behavioural Interviewing</td>
<td>WSU staff who will be a convenor or panel member</td>
<td>This program focuses on the Western Sydney University recruitment and selection process and behavioural interviewing, including writing selection criteria, developing behavioural questions, and unconscious bias.</td>
</tr>
</tbody>
</table>

*These programs are coordinated by Work Health and Safety. For more information please contact WHS at whs@westernsydney.edu.au
<table>
<thead>
<tr>
<th>PROGRAM NAME</th>
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<tbody>
<tr>
<td>(WHS) Campus Safety &amp; Security Emergency Response Training*</td>
<td>All staff who have been identified to act as wardens</td>
<td>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.</td>
</tr>
<tr>
<td>WHS – Bio-Safety – Working with Biological Materials and/or GMOs*</td>
<td>All staff, HDR students and those who handle hazardous biological materials and/or GMOs</td>
<td>Learn about the risks, safe work practices, legislation and approval processes of working with hazardous biological material.</td>
</tr>
<tr>
<td>WHS – Hazardous Chemicals*</td>
<td>All staff, HDR students and those who handle hazardous chemicals</td>
<td>Discuss in-depth the new WHS legislation for the classification and labelling of hazardous chemicals and the obligations of workplaces to use, handle and store such materials safely.</td>
</tr>
<tr>
<td>WHS – Laboratory Risk Assessment*</td>
<td>All staff, HDR students working in laboratory environments</td>
<td>Learn about the University risk assessment process relevant to laboratories and associated facilities.</td>
</tr>
<tr>
<td>WHS – Risk Assessment*</td>
<td>All supervisors and managers</td>
<td>These sessions assist with identification and explanation of risk assessment steps and requirements to ensure the safety of staff and students.</td>
</tr>
<tr>
<td>Work Health and Safety Module 1 – Orientation*</td>
<td>All staff</td>
<td>Identifies the mechanisms and processes that contribute to health and safety at the University. 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.</td>
</tr>
<tr>
<td>Work Health and Safety Module 2 – Risk Management*</td>
<td>All staff</td>
<td>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.</td>
</tr>
<tr>
<td>Work Health and Safety Module 3 – Office Safety*</td>
<td>All staff</td>
<td>Examines the risks to health and safety that can occur in office environments, as many staff members spend the majority of their work time in an office.</td>
</tr>
<tr>
<td>Work Health and Safety Module 4 – Manual Tasks*</td>
<td>All staff</td>
<td>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.</td>
</tr>
<tr>
<td>Work Health and Safety Module 5 – Hazardous Chemicals*</td>
<td>All staff</td>
<td>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.</td>
</tr>
</tbody>
</table>
Diversity and Wellbeing

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 TLD Consultants and TLD partners, internal and external, to present a range of programs covering Creating Wellness at Work, Civility in the Workplace, Mental Health, and Support for Students at Risk.

### PROGRAM NAME | INTENDED FOR | PROGRAM DESCRIPTION
--- | --- | ---
Ally Training | All staff and students | Provides staff and students with background information on sexuality and gender diversity, the issues and needs of LGBTIQ staff and students, and concepts such as heteronormativity and related unconscious biases. The Ally Training workshop also outlines details about the role of the Western Sydney University Ally and why the work of the Network is important to community life for everyone at our University.

Appreciating Diversity Using DiSC | All staff | This program will explore strategies to enhance one’s own potential and that of others. Participation in this program will involve undertaking the Everything DiSC® profile ($120 pp) prior to the workshop and participants may also request an individual debrief of their profile post workshop.

Equal Opportunity (online) | All staff | Undertake a self-paced online equal opportunity course that forms part of the University’s commitment to create a positive environment in which all students and staff are treated fairly and equitably. This training should be completed every two years as a WGEA requirement.

Flexible Work at Western Sydney University | Managers and supervisors | A self-paced online course that assists Managers and staff to better understand what flexible work at Western Sydney University means, explore the various options available, and appreciate staff responsibilities as defined by Federal and State Legislation and University policy. Managers are encouraged to complete this training.

Managing Stress and Creating Wellness | All staff | Identify and explore strategies to enhance wellness in the workplace in ways that work for you, to maximise productivity and work/life balance.

Managing Yourself Through change | All staff | Explore a framework for understanding the personal impacts of change and discuss practical strategies for maximizing the opportunities that change can present.

Mental Health – First Aid @ WSU | All staff | Develop your understanding of the early stages of mental health problems as well as gain the skills necessary to provide assistance.

Mental Health - First Aid - Refresher | All staff | This program gives WSU Accredited MH First Aiders, the opportunity to refresh the knowledge and skills learnt during the 12-hour Standard Mental Health First Aid Course and to extend their accreditation for a further three years.

Supervising Others: Dealing with Bullying in University Settings | Managers and supervisors | This interactive workshop will support managers and supervisors to meet their legal obligations to prevent and manage bullying. This session will provide details on key legislation and policy regarding bullying in the workplace and relevant responsibilities; develop your skills in mitigating bullying risks in higher education settings; and explore practical ways to respond to arising bullying issues and situations in university contexts.

Working With Emotional Intelligence | All staff | Emotional intelligence (EQ) determines how you handle yourself. By building your EQ you can increase your influence, reduce stress and build healthier work relationships.
University Systems
This topic area offers both online and face-to-face courses covering systems specific to the University environment.

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<tbody>
<tr>
<td>Callista Fundamentals Online (2019 only)</td>
<td>All staff who need to use Callista</td>
<td>This online training consists of 8 short modules demonstrating specific functions within Callista, the University’s Student Management System. New modules relating to the new SMS Banner will be available later in 2019.</td>
</tr>
<tr>
<td>Getting Started With iProcurement</td>
<td>Staff members involved with using the iProcurement system</td>
<td>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 the University. Includes video demonstrations.</td>
</tr>
<tr>
<td>Getting Started With MyCareer Online</td>
<td>All staff</td>
<td>Use this comprehensive online module to learn about using MyCareer Online to create and manage your work objectives and career development plans as they relate to the Work Planning and Career Development process.</td>
</tr>
<tr>
<td>Introduction to Content Planning and Web Accessibility (Online)</td>
<td>All staff who use the CMS – this is a pre-requisite to the Web Accessibility face-to-face course</td>
<td>This online module is pre-requisite training that MUST be completed before attending the face-to-face Web Accessibility program. This training can be accessed at any time and contains no time-limit for completion. Web Accessibility is about optimising our digital content to help ensure everyone has equal access. The best way to make accessible content is to be proactive and begin at the planning stage. Before enrolling in the Web Accessibility programs staff are recommended to first complete the SQUIZ Matrix Edit Plus program.</td>
</tr>
<tr>
<td>iProcurement Approver</td>
<td>Staff members using the iProcurement system to approve requisitions</td>
<td>For staff members who approve purchase requisitions and need to learn how the iProcurement system is used in relation to the requisition approval process. Includes video demonstrations to guide you through.</td>
</tr>
<tr>
<td>iProcurement Requisitioner</td>
<td>Staff members using the iProcurement system to create requisitions</td>
<td>For staff members who create purchase requisitions and need to learn how the iProcurement system is used in relation to the requisition creation process. Includes video demonstrations to guide you through.</td>
</tr>
<tr>
<td>Getting Started with Oracle Financials</td>
<td>All staff</td>
<td>For staff who need to learn about the key features of the Oracle Financials system. Includes video demonstrations to guide you through.</td>
</tr>
<tr>
<td>Oracle Financials General Ledger and Reporting</td>
<td>All staff</td>
<td>For staff members using the General Ledger and Reporting functionality of Oracle Financials. Includes video demonstrations to guide you through.</td>
</tr>
<tr>
<td>Oracle Financials Journal Entries</td>
<td>All staff</td>
<td>For staff members using the Journals functionality of Oracle Financials. Includes video demonstrations to guide you through.</td>
</tr>
<tr>
<td>Recordkeeping and You</td>
<td>All staff. This is a pre-requisite to attend the TRIM workshop.</td>
<td>Use this online module to learn about what’s involved in managing records at Western Sydney University.</td>
</tr>
<tr>
<td>SharePoint 2010 for Site Owners (Level 2)</td>
<td>Staff who are Content Administrators for their School/Departments SharePoint site</td>
<td>This course is designed to train staff in creating and modifying sites, lists, libraries and workflows. It will also outline important topics such as permissions and working with site columns and Site Content Types.</td>
</tr>
<tr>
<td>TEMS – Travel and Expense Management System</td>
<td>Intended for designated travel administrators</td>
<td>Provides new users of the TEMS – Travel and Expense Management System with the basic skills to successfully navigate and book online reservations. A comprehensive range of video demonstrations and quick reference guides are provided.</td>
</tr>
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<tr>
<td>TM1 Budgeting and Forecasting</td>
<td>New TM1 license holders or staff requiring a refresher</td>
<td>This online course shows you how to use the TM1 system to complete budgeting, forecasting and reporting tasks as part of the Western Sydney University Financial Framework.</td>
</tr>
<tr>
<td>TRIM Records Management</td>
<td>All staff</td>
<td>TRIM is the electronic document management system of the University. You will learn how to capture and manage records and information in a way that is consistent, compliant with statutory requirements, centralised and secure. This half-day course covers the importance of records and information to support business, using TRIM to create files and save documents, and retrieving information. Participants will learn how to interpret a records information form (RIF), how to maintain records in TRIM and where to go for further assistance with recordkeeping. This program has a pre-requisite (online): Recordkeeping and You which must be completed before enrolling in this face-to-face program.</td>
</tr>
<tr>
<td>TRIM for Academics</td>
<td>Academic staff</td>
<td>This half-day course has been designed specifically for academic staff. The session will cover: searching student records; saving emails/documents to student folders; creating folders for teaching materials/other records; saving and editing documents within TRIM; sharing information from within TRIM; and linking email folders to TRIM folders. This program has a pre-requisite (online): Recordkeeping and You which must be completed before enrolling in this face-to-face program.</td>
</tr>
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</table>
## Networks and Forums

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.

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<tbody>
<tr>
<td>Ally Network</td>
<td>All staff and students</td>
<td>Forge positive cultural change for staff and students who identify as lesbian, gay, bisexual, transgender, intersex or queer (LGBTIQ). A University endorsed initiative.</td>
</tr>
<tr>
<td>Early – Mid Career Academics Network</td>
<td>Early – Mid Career Academics</td>
<td>Provides campus based Early – Mid Career Academics with vital support in developing their careers. Networks include guest speakers, subject matter experts and resources to assist with career planning and development.</td>
</tr>
<tr>
<td>Engaged Parents Network</td>
<td>All interested staff</td>
<td>The Engaged Parent Network assists the culture at the University in supporting staff members in the management of their new parenting role and work, recognising that women in particular struggle with post maternity leave, and meeting performance expectations of self, supervisors, colleagues and other stakeholders. EPN focuses on what can be done to better assist parents upon their return from maternity/parental leave and the best way the network can position itself within the WSU community.</td>
</tr>
<tr>
<td>Project Officers’ Network</td>
<td>Project Officers and staff with project management</td>
<td>Provides networking and professional development opportunities for all staff with project management or project administration accountabilities.</td>
</tr>
<tr>
<td>Professional Staff Network</td>
<td>All professional staff</td>
<td>Share information and experiences to address current issues and topics of interest, supported by university guest speakers. Engage in a proactive network specifically designed for Professional Staff.</td>
</tr>
<tr>
<td>TEMS (Travel and Expense Management System) Forum</td>
<td>Designated Travel and Expense admin staff who oversee travel booking and approval and/or expense monitoring and approval processes in their work area</td>
<td>This forum covers changes to the University finance and related policies and procedures, general discussion, networking and sharing knowledge, as well as, guest speaker presentations.</td>
</tr>
<tr>
<td>TRIM User Forum</td>
<td>All staff identified as TRIM Coordinators or TRIM Users</td>
<td>Provides an avenue for TRIM users to share experiences of using the system and receive up-to-date information about TRIM from RAMS staff.</td>
</tr>
</tbody>
</table>
Registering for TLD courses, workshops and networks is done via ‘MyCareer Online’. Follow the steps below to register for your desired course. You can also find detailed Quick Guides under the ‘Knowledge’ tab from the MyCareer Online home page.

1. Open Staff OnLine
2. Select MyCareer Online from the menu bar (a separate browser page will open)
3. From the MyCareer Online home page, type a key word (or part of the course title) into the Search box in the top right hand corner and press enter (or the magnifying glass). All search results should appear on a new page.
4. From the search results, click on the title of the course to open the course details.
5. If you are a Manager or Supervisor and wish to assign training to your team, click on the Assign button. If not, scroll down to see all available sessions/dates.
6. Click on the down arrow to the right of the session you wish to attend and select Request.
7. If you are a Professional or a casual Academic staff member, an email will be sent to your Supervisor seeking approval. Once approved, you will be registered automatically.
8. If no sessions/dates are displayed, select ‘Notify me of new sessions’ at the bottom of the course details screen to receive an email when a new date is scheduled. If your preferred date is full, you will be wait-listed for the next available session and notified via email if a place becomes available.

Alternatively, staff who do not have access to enrolment within MyCareer OnLine can register by completing the online registration form.

Please note, email approval from your Supervisor or Manager is required prior to completing the registration form.

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 TLD 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 TLD, a late cancellation/non-attendance administration fee may be charged to your school/unit.

VENUES
Many workshops and learning sessions are scheduled at Frogmore House, Building AA, Penrith Campus (Werrington North). However, during 2019, an increasing number of programs will be offered across multiple campuses. Please carefully check which location your session is scheduled for.

Please note that a meeting room is located on the ground floor at Frogmore House and the Staff IT Lab is located on the first floor. The Conference Room and Foyer area are fully accessible; for all other rooms in Frogmore House if you require disabled access or have special needs, please advise TLD so that alternate arrangements can be made.

TRAVELLING BY CAR TO WERRINGTON NORTH
From the Sydney CBD, take the M4 Motorway past Parramatta and take the Kent Road exit. Turn right onto Kent Road towards the Great Western Highway.

From Kent Road at the Great Western Highway turn left to Penrith. 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 westernsydney.edu.au/penrith_campus.
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- Ally Training
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- Career Development for Professional Staff
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- Writing with Clarity