

# Development Approach

## Organisational Development

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June 2016

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# Capability Assessment and Development Process



Step 1  
Capability  
Proficiency Levels

Step 2  
Capability  
Assessment

Step 3  
Capability  
Development  
Activities

Step 4  
Career Pathway

# Capability Development Activities - Approach

UWA is committed to enhancing and establishing performance management, talent development and recognition frameworks that attract and retain the best talent to deliver service, teaching, learning and research excellence.

*To support this, UWA will have a framework that sets out capability proficiency and assessment, development activities and career pathways. This will enable employees to understand the technical and managerial 'on the job' career development opportunities that exist in the business.*

## On-the-job development (70%)

*Learning and developing through day-to-day tasks, challenges and practice*

- Seek opportunities to develop in your current role by taking on increased responsibilities, attending meetings with more experienced peers or representing your area on working groups
- Get involved in a project that expands your skills base (individually or in teams)
- Volunteer for working groups
- Facilitate training
- Step into a new role (leave cover, secondment or ongoing) to expand skills
- Take on a coaching assignment

## Learning from others (20%)

*Learning and developing with and through others*

- Seek regular feedback, mentoring or coaching
- Volunteer to co-facilitate training and workshops
- Look for role models in the University and externally
- Initiate shadowing opportunities
- Attend professional development events
- Participate in University forums/ initiatives

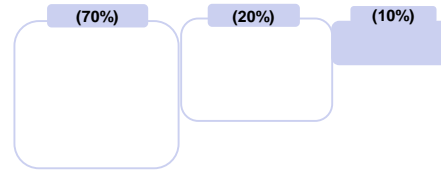
## Formal Learning (10%)

*Learning and developing through structured programs and courses*

- External training
- Formal Qualifications
- Internal training
- Seminars
- Reading books, articles etc.

# Tiered Leadership levels

## 10%



Emerging Leaders Workshops		Cost	Internal / External	Mode
<b>PDA for Reviewers</b> All staff of the University participate in performance development and appraisals. An important strategy to achieve both staff and the University's goals is to undertake regular reviews. <a href="http://www.hr.uwa.edu.au/new_pages/pda-for-reviewers">http://www.hr.uwa.edu.au/new_pages/pda-for-reviewers</a>			UWA	FTF;
Leaders of People Workshops		Cost	Internal / External	Mode
<b>Leading a Team</b>				
<b>Building Effective Teams</b> This program is designed to add a range of techniques to the manager's toolkit which they can use to build a more effective and high performing team. Presenter Catherine Gavigan has a strong reputation at UWA for her programs addressing leadership (Emerging Leaders, formerly Introduction to Performing Team). An additional teambuilding program 'Culture and Teambuilding' is being designed by OD team and will be available shortly. <a href="#">Contact OD team for further information</a>		\$95.00	External	F-T
Leaders of Leaders Workshops				
<b>Leading a Team</b>				
<b>Leading Transitions Program</b> This intensive change leadership program address key University initiatives. <a href="#">Contact OD team for further information</a>	<b>Building a High Performance Culture</b> Workshops are held with staff at various levels in the division and themes are then developed for the area to focus on. This process creates a desired future culture that everybody contributes to, and specific actions to embed that culture. <a href="https://www.mindtools.com/pages/article/newSTR_90.htm">https://www.mindtools.com/pages/article/newSTR_90.htm</a>			
Workshops for All Staff				
<b>Delivering the Message</b> Delivering the Message is a practical, fun and interactive program that provides you with 'just in time' skills to better connect, engage, and manage effectively every year. It is a 1.5 day program. <a href="http://www.lhmart.com.au">http://www.lhmart.com.au</a>	<b>Crucial Conversations about Performance</b> Understand how to have those crucial conversations that focus on continuous improvement in workplace behaviour. Internally facilitated workshops focus on workplace behaviour. <a href="http://www.aheia.edu.au/training/managing-performance">http://www.aheia.edu.au/training/managing-performance</a>	<b>Leading Change Fundamentals for All Staff</b> Leading Change Fundamentals for All Staff is a practical and interactive program which will equip all staff, whether in a formal leadership role or not, with the skills to successfully lead change. <a href="http://www.hr.uwa.edu.au/development/programs/leading-change-fundamentals">http://www.hr.uwa.edu.au/development/programs/leading-change-fundamentals</a>		
<b>Emotional Intelligence</b> This half day workshop takes part in the EQ program. <a href="#">Contact OD team for further information</a>	<b>Delivering the Message</b> Delivering the Message is a practical, fun and interactive program that provides you with 'just in time' skills to better connect, engage, and manage effectively every year. It is a 1.5 day program. <a href="http://www.hr.uwa.edu.au/development/programs/leading-change-fundamentals">http://www.hr.uwa.edu.au/development/programs/leading-change-fundamentals</a>	<b>Resiliency at work</b> This workshop will look at ways to increase your resiliency in the face of workplace stress. This will include strategies to manage stress, build relationships and increase your confidence in managing difficult situations. It covers communication skills to help you build a support network, conflict, bargain effectively and manage anger. <a href="http://www.hr.uwa.edu.au/development/workshops/health/resiliency-at-work">http://www.hr.uwa.edu.au/development/workshops/health/resiliency-at-work</a>		
<b>Organisational Change Toolkit for Leaders</b> A tiered change management toolkit for staff to undertake regular reviews. <a href="http://www.hr.uwa.edu.au/managers/organizational-change-toolkit">http://www.hr.uwa.edu.au/managers/organizational-change-toolkit</a>	<b>Delivering the Message</b> Delivering the Message is a practical, fun and interactive program that provides you with 'just in time' skills to better connect, engage, and manage effectively every year. It is a 1.5 day program. <a href="http://www.hr.uwa.edu.au/development/programs/leading-change-fundamentals">http://www.hr.uwa.edu.au/development/programs/leading-change-fundamentals</a>	<b>Stress Management</b> This workshop involves a look at the causes of stress, the effects of on-going stress and stress management techniques which are particularly effective to reduce stress. Emphasis is placed on learning healthier ways to manage and cope with stress. Learn to recognise the barriers to implementing strategies and enlist your strengths to approach stress with a renewed vigour. <a href="http://www.hr.uwa.edu.au/development/workshops/health/stress">http://www.hr.uwa.edu.au/development/workshops/health/stress</a>		
<b>Managing Mental Illness</b> This half day course is for staff to undertake regular reviews. <a href="http://www.safety.uwa.edu.au/health-wellbeing/well-being/mental-health/mindfulness#intro">http://www.safety.uwa.edu.au/health-wellbeing/well-being/mental-health/mindfulness#intro</a>	<b>Building a High Performance Culture</b> Workshops are held with staff at various levels in the division and themes are then developed for the area to focus on. This process creates a desired future state culture that everybody contributes to, and specific actions to embed that culture. <a href="#">Contact OD team for further information</a>	<b>Introduction to Mindfulness</b> An Introduction to Mindfulness course is designed to provide an introduction to both the theory and practice of mindfulness, assisting you to embed mindfulness into your day-to-day activities. Sessions involve mindfulness meditation exercises, gentle stretching exercises, group discussions and reflections. <a href="http://www.safety.uwa.edu.au/health-wellbeing/well-being/mental-health/mindfulness#intro">http://www.safety.uwa.edu.au/health-wellbeing/well-being/mental-health/mindfulness#intro</a> <a href="http://www.safety.uwa.edu.au/data/assets/pdf_file/0011/2848466/2016-Mindfulness-flyer.pdf">http://www.safety.uwa.edu.au/data/assets/pdf_file/0011/2848466/2016-Mindfulness-flyer.pdf</a>		
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<b>Crucial Conversations about Performance</b> An online module provides on over focus on continuous improvement in workplace behaviour. Internally facilitated workshops focus on workplace behaviour. <a href="http://www.aheia.edu.au/training/managing-performance">http://www.aheia.edu.au/training/managing-performance</a>	<b>Developing Service Culture</b> An online module provides on over focus on continuous improvement in workplace behaviour. Internally facilitated workshops focus on workplace behaviour. <a href="#">Contact OD team for further information</a>	<b>Introduction to Mindfulness</b> An Introduction to Mindfulness course is designed to provide an introduction to both the theory and practice of mindfulness, assisting you to embed mindfulness into your day-to-day activities. Sessions involve mindfulness meditation exercises, gentle stretching exercises, group discussions and reflections. <a href="http://www.safety.uwa.edu.au/health-wellbeing/well-being/mental-health/mindfulness#intro">http://www.safety.uwa.edu.au/health-wellbeing/well-being/mental-health/mindfulness#intro</a> <a href="http://www.safety.uwa.edu.au/data/assets/pdf_file/0011/2848466/2016-Mindfulness-flyer.pdf">http://www.safety.uwa.edu.au/data/assets/pdf_file/0011/2848466/2016-Mindfulness-flyer.pdf</a>		
<b>Capability Matrix - A Capability Matrix</b> develop your own capability framework	<b>Capability matrices - A Capability Matrix</b> develop your own capability framework	<a href="http://www.hr.uwa.edu.au/new_pages/appraisal/nocache">http://www.hr.uwa.edu.au/new_pages/appraisal/nocache</a> <a href="http://www.hr.uwa.edu.au/appraisal/">http://www.hr.uwa.edu.au/appraisal/</a>		

# How do I book onto a Program 10%

Online

Intact or specific  
team/ groups

[UWA Home](#) > [Human Resources](#) > [Development and review](#) > Program and workshop calendar



## PROGRAMS AND WORKSHOPS

### October

- 2016 Aspire Professional Development Award - submissions now invited - The UWA's annual...  
Wed, 21 Oct 2015 9:00am  
Launch

### February

- PeopleSoft - DIY Enquiries - This course teaches you how to use PeopleSoft for...  
Mon, 01 Feb 2016 9:30am  
Workshop
- MySource Matrix for non workflow site editors and co-ordinators - This training course...  
Fri, 05 Feb 2016 9:30am  
Workshop
- PeopleSoft - Journals and Internal Funds Transfers (IFT) - This course teaches you how to...  
Tue, 09 Feb 2016 1:30pm  
Workshop
- MySource Matrix for workflow site authors and approvers - This practical training course...  
Fri, 12 Feb 2016 9:30am  
Workshop
- Trobexis - Travel Requisitions - This course covers how to arrange travel requisitions...  
Mon, 15 Feb 2016 9:30am  
Workshop

### May continued

- [CANCELLED] Trobexis - Travel Requisitions - Learn how to arrange travel using Trobexis...  
Thu, 05 May 2016 9:30am  
Workshop
- PeopleSoft - Running Reports & Month End Checklist...  
Fri, 06 May 2016 9:30am  
Workshop
- Leading Change Fundamentals Module 3 - Communicating Change...  
Tue, 10 May 2016 9:00am  
Workshop
- UniSuper On Campus Advisor Days...  
Tue, 10 May 2016 9:00am  
Seminar
- PeopleSoft - Advanced Purchase Order Techniques for Purchasing Officers...  
Wed, 11 May 2016 9:30am  
Workshop
- MySource Matrix for non workflow site editors and co-ordinators - This training course...  
Fri, 13 May 2016 9:30am  
Workshop
- UniSuper On Campus Advisor Days...  
Tue, 17 May 2016 9:00am  
Event
- PeopleSoft - DIY Enquiries...  
Tue, 17 May 2016 9:30am  
Workshop

### July continued

- MySource Matrix for non workflow site editors and co-ordinators - This training course...  
Fri, 15 Jul 2016 9:30am  
Workshop
- PeopleSoft - Journals and Internal Funds Transfers - Learn to transfer funds or costs...  
Fri, 15 Jul 2016 1:30pm  
Workshop
- PeopleSoft - Introduction to Electronic Purchase Orders - Learn to create electronic...  
Mon, 18 Jul 2016 9:30am  
Workshop
- UWA's Orientation Program - An in-depth introduction to core University policies and...  
Tue, 26 Jul 2016 8:30am  
Staff event
- PeopleSoft - Receiving Purchase Orders for Receiving Officers - Learn to use PeopleSoft...  
Tue, 26 Jul 2016 1:30pm  
Workshop

### August

- [CANCELLED] Trobexis - Travel Requisitions - Learn how to arrange travel using Trobexis...  
Tue, 02 Aug 2016 9:30am  
Workshop

Speak to your HRBP  
or  
Contact the OD team

## Human Resources

### Organisational change toolkit for leaders and managers

Based on UWAs organisational change management approach, the process for executing change management projects is broken into three stages.

#### 1. Prepare for change

##### Activities:

- ❖ Consultation with your HRBP
- ❖ Attend relevant workshops
- ❖ Read tips and redundancy workbook
- ❖ Understand who your staff can go to for further support

##### Tools and Templates:

##### 1. Guidelines and quick tips for individual redundancy meetings



[Guidelines for individual redundancy](#)  
[DOCX, 23.8 KB]  
Updated 25 May 2016

##### 2. Workbook – Redundancy Conversations (Academic Staff)



[Workbook-Redundancy Conversations](#) [DOCX, 368.5 KB]  
Updated 25 May 2016

##### 3. Workshop: [Leading Change Fundamentals \(for all staff\)](#)

##### 4. Workshop: [Delivering the Message](#)

##### 5. Change Readiness Survey Template



[Change Readiness Survey](#)  
[DOCX, 25.8 KB]  
Updated 26 Apr 2016

#### 2. Implement the change

##### Activities:

- ❖ Consultation with your HRBP
- ❖ Carry out a consultation process and carefully consider feedback received
- ❖ Check in with both impacted and non-impacted staff
- ❖ Pass on necessary resources to impacted staff
- ❖ Work on enhancing team culture and engagement levels at work, to build morale and productivity

##### Tools and Templates:

##### 6. Culture and team building plan



[Culture and Team Building Plan](#)  
[DOC, 127.5 KB]  
Updated 4 May 2016

##### 7. [Career Planning and Transition for staff](#)

##### 8. [Wellbeing in the workplace – general support](#)

##### 9. UniSuper [Resources](#)

##### 10. [EAP](#) – Managers hotline - 1300 361 008

#### 3. Embed the change

##### Activities:

- ❖ Consultation with your HRBP
- ❖ Communicate the change to stakeholders
- ❖ Reinforce the benefits of the change and celebrate successes
- ❖ Work on enhancing team culture and engagement levels at work, to build morale and productivity

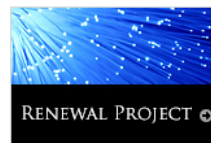
##### Tools and Templates:

##### 11. Culture and team building plan



[Culture and Team Building Plan](#)  
[DOC, 127.5 KB]  
Updated 4 May 2016

##### 12. Workshop: [Leader and Team Induction](#)



# Feedback & Questions

