

Supervising staff @ UniSA

A Good Practice Guide
for Managers



University of
South Australia

People, Talent
& Culture



Supervising Staff @ UniSA - Introduction

One of the keys to success for any organisation is the effective management and supervision of staff. In large organisations, like UniSA, this function is undertaken by significant numbers of staff at various levels with authority delegated from the organisation's chief executive officer. At UniSA, these delegations flow from the Vice Chancellor. In exercising their delegated responsibilities, managers and supervisors provide leadership, coaching, guidance, support and direction for staff working with and for them. They are accountable for the achievement of their work area's tasks and goals, for managing compliance with legislated obligations and institutional policies and procedures and for representing the organisation in its role as an employer.

It is clear from national surveys of issues affecting staff retention that the quality and effectiveness of supervision is also critically important to *staff*. Supervisors perform a vital role in managing and developing staff performance and contributing to employee engagement and morale in the workplace.

At UniSA, the role and responsibilities of supervisors are defined in a number of places including in Position Descriptions, Performance plans and in institutional policies, guidelines and practice.

People, Talent and Culture has developed this *Quick Guide* to assist new supervisors of professional staff understand the scope of their responsibilities. The *Guide* provides a snapshot of some of the key generic obligations of supervisors and offers pointers to resources and information that will assist supervisors in carrying out their role.

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OVERVIEW	<p>Supervising staff @UniSA</p> <p>Reflecting on Your Role</p>	<p>Supervising staff @UniSA</p> <p>Supervising staff at UniSA is a vital role and supervisors have diverse responsibilities. The more specific of these are detailed in Position Descriptions and annual performance plans. Complementing this material, this <i>Quick Guide</i> is designed to provide new supervisors with a reference point to some of the generic obligations and responsibilities of the role.</p> <p>Managing people is clearly a core obligation of a supervisor but there are many administrative responsibilities as well. It is important to remember that a supervisor is both accountable to, and represents more senior levels of University management while undertaking their activities.</p>	
	<p>Understanding the legislative and policy environment</p> <p>Legislation and University Policy and Procedures</p> <p>Your Role</p>	<p>Legislation and University policies and procedures</p> <p>All UniSA staff are required to observe legislative provisions and University policies and procedures.</p> <p>Your role</p> <p>As a supervisor you have the additional obligation to ensure staff reporting to you are both familiar and comply with relevant workplace legislation, policies and guidelines. There are a number of significant and relevant documents that can assist you to apply legislation and policies to specific circumstances in your work area.</p> <p>Among the most important of these documents is the University's <i>Code of Ethical Conduct</i>. All staff in your area should read and understand the terms of the Code on commencement of their employment.</p> <p>To help you and your staff understand the legislative and ethical responsibilities that apply in your workplace, People, Talent and Culture has produced a Quick Guide to the Legislated and ethical responsibilities of staff. This covers:</p> <ul style="list-style-type: none"> • <i>Ethical conduct</i> • <i>Use of the intellectual property of others</i> • <i>Dealings with people under the age of 18</i> • <i>Program delivery for overseas students</i> • <i>Occupational health and safety</i> • <i>Responsible practice in research</i> • <i>Trade practices</i> • <i>Equal opportunity and anti-discrimination</i> • <i>Confidentiality of students' personal information</i> • <i>Privacy</i> <p>There are other policies, guidelines and procedures with which you should become familiar over time. We recommend you familiarise yourself early on with policies on making public statements and the use of information technology facilities. UniSA also has a strong public commitment to the promotion of equity and diversity in its workforce and student populations. Supervisors should understand the implications of these policy commitments and how they apply in the local workplace.</p>	<ul style="list-style-type: none"> • Code of Ethical Conduct • Policies and Procedures • Legislated and ethical responsibilities of staff: A Quick Guide • Public statements by members of University staff • Use of University information technology facilities • Equity, Diversity & Inclusion

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<p>Vice Chancellor's Authorisations Framework</p> <p>Formal Delegations of Management Authority</p> <p>Your Role</p>	<p>Formal delegations of management authority</p> <p>The University has a formal set of delegations of management authority. The University Council has delegated to the Vice Chancellor;</p> <p><i>such powers and functions of the Council as are reasonably necessary to enable the Vice Chancellor to undertake, whether personally or through properly authorised staff of the University, the management and administration of the University.</i></p> <p>To effect the efficient operation of the University, the Vice Chancellor in turn authorises staff of the University through a document entitled Vice Chancellor's Authorisations.</p> <p>Your role</p> <p>In your role of supervisor you should check the Vice Chancellor's Authorisations website to see the flow of responsibility to your work area, and check the level of Vice Chancellor's authorisation in your role. Some positions have automatic authorisations related to their position; others require sub-authorisations to be granted directly to the staff member by their line manager. VC authorisations always require written documentation.</p>	<ul style="list-style-type: none"> • Vice Chancellor's Authorisations website
<p>Duty of Care</p> <p>Duty of Care in the Workplace</p> <p>Your Role</p>	<p>Duty of care in the workplace</p> <p>The proper exercise of duty of care requires that everything reasonably practicable is done to protect the health and safety of people in the workplace. The duty is placed on employers, all staff and others who have an influence on hazards in the workplace, including contractors and visitors.</p> <p>Your role</p> <p>As a supervisor you have a duty of care, which derives from legislation and from University policy for the health, safety and welfare of the staff who report to you.</p> <p>Your role has a number of dimensions including:</p> <ul style="list-style-type: none"> • providing the training and tools required for staff members to perform their job competently and safely • consulting with staff on workplace issues that affect them • ensuring that staff members understand their responsibilities in relation to University policies, procedures and guidelines applicable to their workplace. <p>Information about the range of health, safety and injury management short courses for supervisors and staff is available on the work health and safety induction and training page. The WHS training needs guide will help determine your own and your staff's training needs.</p>	<ul style="list-style-type: none"> • Safety and Wellbeing • Policies and Procedures • Codes, guidelines and procedures • Code of Ethical Conduct

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	<p>Corporate Planning and Review</p> <p>Corporate Planning and Review Cycle</p> <p>Your Role</p> <p>Crossing the Horizon</p> <p>Environmental Scanning</p> <p>Planning and Performance Development and Management</p>	<p>Corporate Planning and Review Cycle</p> <p>UniSA engages in a rolling program of planning and review. Information can be viewed on the Business Intelligence (BI) Hub.</p> <p>Your role</p> <p>As a supervisor it is important you understand the significance of the planning and review cycle and its vital link to the University's strategic vision, goals and objectives. It is your responsibility to support and promote the process within your area and communicate information relevant to all staff for whom you are responsible as supervisor.</p> <p>Enterprise 25</p> <p>UniSA has a seven year Strategic Action Plan, which commenced in 2018 to place People, Programs and Precincts at the heart of the university's operations out to 2025.</p> <p>Environmental Scanning</p> <p>It is important to maintain informal environmental scanning through general reading and peer contact. Environmental scanning is conducted by Business Intelligence and Planning and updated weekly. This information can be viewed on BI Hub.</p> <p>Planning and Performance Development and Management</p> <p>Area plans are produced in line with the goals and objectives of the University. This process provides supervisors with a solid base to set area and individual goals and objectives to contribute to the future direction of the University.</p>	<ul style="list-style-type: none"> • Enterprise 25 - Strategic Action Plan (2018-2025) • Environmental Scanning • Corporate Planning and Review - The BI Hub
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PEOPLE, TALENT AND CULTURE	RESPONSIBILITY AREA	ESSENTIAL KNOWLEDGE	FURTHER INFORMATION
	<p>Familiarity with terms and conditions of employment</p> <p>Terms and Conditions of Employment</p> <p>Your Role</p> <p>Staff Terms and Conditions of Employment</p>	<p>Terms and conditions of employment</p> <p>The terms and conditions of employment at UniSA are contained in the following documents: employment agreement, the terms and conditions in the applicable industrial instrument (such as a collective agreement or other form of contract of employment) and associated policies, procedures, codes and guidelines.</p> <p>Your role</p> <p>As a supervisor you need to ensure that all staff members (including yourself) have a good knowledge of their employment conditions and relationship to the University. This includes undertaking agreed duties in exchange for payment and obeying reasonable and lawful instructions from a supervisor in the performance of their duties. In your role you are required to ensure that all staff are treated fairly and reasonably in the workplace.</p> <p>Staff terms and conditions of employment</p> <p>In order to promote a family friendly, flexible work environment the University offers different types of employment and a variety of employment arrangements and conditions. The group of staff for whom you are responsible may have different individual arrangements and contracts. As a supervisor you need to ensure operational practices conform to the relevant industrial instrument – including hours of work, remuneration, flexible work arrangements and leave provisions.</p> <p>Employment-related entitlements are contained in University industrial instruments, employment agreements/contracts and policy and include:</p> <ul style="list-style-type: none"> • Allowances • Meal breaks • Leave provisions – recreation leave, long service leave, personal leave, parental leave, family responsibility leave, special leave, cultural leave, training leave and military leave. <p>NB: <i>Individual employment arrangements are strictly confidential and must not be communicated to other staff without prior consent of the staff member. If you have any questions relating to employment conditions, please contact your local area support staff in People, Talent and Culture.</i></p>	<ul style="list-style-type: none"> • Employment Conditions • Code of Ethical Conduct
	<p>Staff representation</p>	<p>Representation and advocacy</p> <p>Staff may be represented in negotiations of employment-related matters by advocates of their choosing including colleagues, friends, relatives or officers of a union of which they are a member. Further advice on the appropriateness of this to a particular situation can be obtained from your local area support staff in People, Talent and Culture.</p>	

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	RESPONSIBILITY AREA	ESSENTIAL KNOWLEDGE	FURTHER INFORMATION
	<p>Meeting Staffing Requirements</p> <p>Employment Options</p> <p>Your Role</p> <p>Position/Job Evaluation</p> <p>Staff Selection</p> <p>Authority Level</p>	<p>Employment options There are a range of employment options that relate to staffing and staff selection in each work unit.</p> <p>Your role You should discuss requirements for additional staffing with your Deputy Director/Director/Executive Dean/General Manager and local PTC support person in the first instance. Employment options for consideration include:</p> <ul style="list-style-type: none"> • Redeployees • Secondment • Continuing appointment • Fixed term contract appointment • Casual <p>Position/Job evaluation Job evaluation is the process used to measure the relative job worth of positions within an organisation at a point in time. New or changed professional staff positions must be evaluated by a University-wide job evaluation committee to establish internal relativities and the appropriate classification level prior to advertising.</p> <p>Staff selection Recruitment, selection and appointment of staff must be in accordance with the University's policies, procedures and guidelines.</p> <p>Authority Authority to make an offer of employment can only be made if you have delegated Vice Chancellor authorisation. Please check with Assurance Services if you are unsure of your level of VC authorisation.</p>	<ul style="list-style-type: none"> • Recruitment at UniSA • Redundancy and Redeployment of Staff • Secondment • Classifying positions • Staff recruitment and selection Policy HR-27.1 • Recruitment process • Vice Chancellor's Authorisations website

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RESPONSIBILITY AREA	ESSENTIAL KNOWLEDGE	FURTHER INFORMATION
<p>Recruitment & Selection Recruitment and Selection Processes Your Role Remuneration and Salary Packaging Support and Assistance</p>	<p>Recruitment and selection processes Recruitment and selection processes and practices facilitate the development of the University's workforce.</p> <p>Successful recruitment requires:</p> <ul style="list-style-type: none"> • efficient planning and appropriate effort to obtain a quality field of applicants • testing of applicant's skills and attributes • panels with appropriate expertise and judgment • quality decision-making • commitment to diversity and fairness • commitment to quality, best practice processes that present a professional image. <p>Your role As a supervisor your role is to facilitate effective and well-planned recruitment processes which will assist in the employment of high quality staff and ensure the University's goals are achieved in your work area.</p> <p>Remuneration and packaging Remuneration levels are determined in accordance with the relevant industrial instrument and the Remuneration and Reward Policy.</p> <p>The University offers staff a variety of benefits and mechanisms to encourage the attraction and retention of staff, including a range of financial and non-financial rewards offered as conditions of employment within the University. These are set out in the Remuneration and Reward policy.</p> <p>Support/assistance Your central PTC staff will provide you with advice and support from the planning stages of the recruitment and selection process to appointment.</p>	<ul style="list-style-type: none"> • Recruitment at UniSA • Staff Recruitment and Selection Policy • Recruitment process • Employment Conditions • Remuneration and Reward Policy • Your Pay and Benefits • PTC contacts

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	RESPONSIBILITY AREA	ESSENTIAL KNOWLEDGE	FURTHER INFORMATION
	<p>Induction and Probation</p> <p>Induction and Probation Processes</p> <p>Your Role</p> <p>Probation</p> <p>Commencing Professional Staff</p> <p>Performance Planning</p>	<p>Induction and probation processes</p> <p>New staff are expected to undertake a relevant induction program. Responsibility to ensure this is completed rests with both the staff member and the supervisor. New staff are also required to complete a probationary period.</p> <p>Staff who return from a period of 12 months or more leave should participate in a modified induction process and an appropriate induction should be provided for staff moving within the University to new roles.</p> <p>Your role</p> <p>As a supervisor, you are responsible for ensuring that your staff members are inducted. This also includes ensuring you properly induct staff to new roles within the University and staff returning to their substantive role after an extended absence of 12 months or more.</p> <p>The length of induction will vary for each staff member depending on their role, length of absence from the workplace or duration of contract. Contact your local PTC team for induction guidelines.</p> <p>The PTC team in your work area will assist you with the planning of the program. Most academic and professional units, research institutes and centres have induction materials and checklists available for use and reference.</p> <p>As a manager, you are encouraged to attend the 'Manager Essentials @ UniSA' induction within your first few months of commencing a supervisory role. This induction series will provide managers with the HR information and resources to acclimatise to the University environment and their role as managers quickly and effectively. For scheduled dates and registration details please visit the Manager Induction and Development website.</p> <p>Probation</p> <p>Probation practices at the University are defined by the University's industrial instruments and are managed in accordance with University policy, procedures and guidelines. The period of probation provides an opportunity to assess the suitability, skills and performance of the staff member against the requirements of the position. A well-managed process allows both parties to assess and take appropriate decisions about the longer term suitability of the staff member to the role.</p> <p>Commencing Professional Staff</p> <p>On commencement of employment with the University, continuing professional staff members have an initial probation period between 3-6 months. The period of probation will have regard to the complexity of the position and the terms of the appointment.</p> <p>Managing performance and development through the probation period</p> <p>As a supervisor it is important that you work particularly closely with the new staff member during probation and that you provide regular performance feedback to the individual to enable them to understand your expectations and to monitor their own progress. Within 2 weeks of commencement with the University the immediate supervisor is responsible for establishing a performance and development plan with the new staff member. Completing the induction program is an important element of successful completion of probation. At the completion of the probation period, the University may confirm employment. Your PTC contacts will provide you with monthly reports of impending probation end dates.</p>	<ul style="list-style-type: none"> • Induction to UniSA website • Staff Development website • Employment conditions policies and guidelines • Probation web site • Probation for professional staff • Manager Induction and Development Website • PTC contacts

	RESPONSIBILITY AREA	ESSENTIAL KNOWLEDGE	FURTHER INFORMATION
	<p>Performance Development and Management</p> <p>Performance and Development</p> <p>Your Role</p> <p>Managing Staff Performance and Development</p> <p>Performance Improvement</p>	<p>All continuing and fixed term contract staff participate in performance development and management. PDM is a process in which the staff member and supervisor share responsibility for determining work goals and standards which are then documented in a performance development and management plan. The process should be implemented within the first 2 few weeks after commencement of employment.</p> <p>The performance and development plan is an ongoing process of defining work goals and standards, monitoring actual performance against these and ensuring that the best outcome is achieved for all participants. Regular formal feedback should occur every 3 months for professional staff. Regular informal feedback should take place between the formal processes.</p> <p>Your role</p> <p>You are responsible for ensuring staff are aware of the requirements and duties of their jobs. All staff should have a performance development and management plan, which documents specific objectives and measurements. The plan is a tool to guide, develop and measure performance.</p> <p>It is important for your staff to receive ongoing constructive and positive feedback regularly to help them understand their progress and to receive recognition for their achievements. Informal feedback through regular discussion with each of your team members ensures that feedback provided at formal planning and review sessions is not unexpected.</p> <p>Developing and managing staff performance</p> <p>One of the most challenging aspects of your role in developing and managing staff performance (both good and poor) is the ability to recognise and manage differences and respond according to individual needs. Tools to assist you in this process are available at the Performance Development and Management website.</p> <p>Performance development and management and performance improvement</p> <p>Where you have identified that a staff member's performance falls below the expectations of the position you should take prompt action to ensure that the performance problems do not become habitual or entrenched. A prompt response usually makes it easier to resolve performance issues.</p> <p>You should initiate a performance development and management review meeting with the staff member, concentrating on the previously documented performance goals, standards and indicators and to provide you and the staff member with an opportunity to determine the cause of the performance problems and to address them. From this you should develop a clear performance improvement plan.</p>	<ul style="list-style-type: none"> • Performance Development and Management website • Enterprising Essentials – professional development for all staff

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	RESPONSIBILITY AREA	ESSENTIAL KNOWLEDGE	FURTHER INFORMATION
	<p>Performance Development and Management cont.</p> <p>Staff Development</p> <p>Development for Supervisors</p> <p>Reward and Recognition</p>	<p>Staff development</p> <p>The ongoing personal and professional development of staff is an important part of the performance development and management process and you should work with your staff to identify the experiential, social and formal learning opportunities that will help them develop on the job. A wide array of development support and opportunities are provided for professional staff by the University. A useful starting point is the Performance and Development Website. You can also consult the monthly <i>Development at a Glance</i> e-mail.</p> <p>Development for supervisors</p> <p>PTC's People and Organisational Development team provide a range of development programs to support supervisors in developing their skills, knowledge and capabilities. All supervisors are encouraged to attend a 'Manager Essentials @ UniSA' event in their first few months of commencing in a supervisory role at UniSA. Further information on Manager Essentials, what it covers and registration details are available on the Manager Induction and Development webpage.</p> <p>Reward and recognition</p> <p>Reward and recognition are components of the performance development and management process that can provide incentives for staff and contribute to staff retention. The University seeks to provide fair consideration, remuneration, reward and incentive to all staff undertaking and contributing to University activities, and encourages and rewards outstanding performance and contribution to organisational success. The University's Remuneration and Reward Policy HR 28.1 provides information on formal remuneration, reward and incentive mechanisms and frameworks.</p> <p>Providing regular informal, positive feedback to individual staff members, and private and appropriate public recognition of their achievements also encourages outstanding performance and provides incentive to staff members.</p> <p>Your central PTC support staff can assist you with all aspects of the performance development and management process. Guides and resources for managers are also available on the PTC Performance Development and Management website.</p>	<ul style="list-style-type: none"> • Remuneration and Reward Policy • Market Allowance Guidelines <p>Your central PTC support staff can assist you, and a comprehensive set of resources and an outline of development opportunities can be found at the performance and development website.</p> <ul style="list-style-type: none"> • Performance and Development Website • PTC Contacts

	RESPONSIBILITY AREA	ESSENTIAL KNOWLEDGE	FURTHER INFORMATION
	<p>Leave Management</p> <p>Leave Management Plans</p> <p>Your Role</p> <p>Recreation Leave</p> <p>Flexible Work Arrangements</p> <p>Sick Leave</p>	<p>Leave management plans</p> <p>University staff members can gain access to a variety of types of leave and they are responsible for taking the steps to gain leave approval from supervisors.</p> <p>Your role</p> <p>As a supervisor, you are responsible for managing leave arrangements of staff members and balancing the operational needs of your business area. You should also be mindful of your duty of care to your staff by ensuring that they take regular periods of recreation leave.</p> <p>To do this effectively you will need to be aware of the leave policies, conditions and options available to members of your staff and any arrangements currently in place. Leave conditions may vary and you should refer to the applicable industrial instrument for each staff member. Leave policies, guidelines and procedures are accessible on the leave website.</p> <p>Recreation leave</p> <p>Accumulated recreation leave creates a liability for the University and an excess of leave reduces the ability to arrange a mutually suitable leave period with staff members. You should ensure that staff members take their full recreation leave entitlement annually and do not accumulate leave beyond the maximum entitlements. An excess leave report is produced annually by People, Talent and Culture outlining excess leave as at 31 March for managers' action.</p> <p>Flexible work arrangements</p> <p>The University has a variety of flexible work arrangements that are available to staff subject to managerial approval. These arrangements also provide alternative leave options for staff members. They include:</p> <ul style="list-style-type: none"> • accumulated time off • extra recreation leave (ERL) • flexi-time • job-share • purchased leave arrangements • fractional time/leave configurations <p>Personal leave</p> <p>Personal leave is an accrued entitlement for staff, and conditions for taking personal leave are outlined in the applicable industrial instrument. It is recommended that you seek the advice of your central PTC support staff to clarify issues relating to individual staff and their personal leave entitlements.</p>	<p>Further detail on leave and flexible work arrangements can be obtained by referring to:</p> <ul style="list-style-type: none"> • Employment conditions policies and guidelines • Leave and flexible working arrangements

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	RESPONSIBILITY AREA	ESSENTIAL KNOWLEDGE	FURTHER INFORMATION
	<p>Leave management cont</p> <p>Long Service Leave</p> <p>Family Friendly Leave</p> <p>Other Leave</p>	<p>Long Service leave</p> <p>The University provides long service leave for all staff in accordance with the provisions contained in the University industrial instruments.</p> <p>Family Friendly leave</p> <p>The University is committed to creating a family-friendly work environment where the breadth of staff's lives is acknowledged, and their family responsibilities are supported to enable them to participate fully in the University. Family friendly leave includes Family Responsibility leave, Maternity/Adoption leave, Partner leave, Foster parent leave, Child Rearing Leave and Flexible Work Arrangements.</p> <p>Other leave</p> <p>Other leave is available to staff on application and approval by the supervisor and includes Special leave (with/without pay), Cultural/NAIDOC leave, Health & Safety Training leave and Military leave.</p>	<ul style="list-style-type: none"> • PTC contacts
	<p>Formal Grievance Resolution</p> <p>Workplace Grievance Processes</p> <p>Your Role</p> <p>Staff Appeals Policy</p> <p>Grievance and Dispute Resolution</p>	<p>Workplace grievance processes</p> <p>The University acknowledges that workplace grievances can and do arise. The majority of these grievances will be resolved through discussions between the staff member and their supervisor. There may be times however, when discussion with the supervisor fails to resolve the grievance and the staff member wishes to pursue a more formal process.</p> <p>Your role</p> <p>As a supervisor you need to be aware of the processes and procedures of staff appeals and the grievance and dispute resolution.</p> <p>Staff appeals policy</p> <p>The Staff Appeals Policy provides an internal mechanism that staff may choose to implement to have grievances addressed in a prompt and fair manner. The policy may be initiated by a staff member wishing to seek resolution of a grievance that may affect their employment. There are exclusions contained in the policy.</p> <p>In addition, a staff member can submit a complaint or grievance to the state ombudsman or other external agencies, e.g. Equal Opportunity Commission.</p> <p>Grievance and dispute resolution</p> <p>The Grievance and Dispute Resolution procedures contained in the University industrial instruments provide an alternative process. Staff may lodge a formal dispute arising out of matters dealt with by the industrial instruments or to file a complaint about the workplace, another staff member or a decision affecting their employment.</p> <p>NB: You should contact your central PTC support staff if you encounter any grievances in the workplace.</p>	<ul style="list-style-type: none"> • Staff Appeals Policy • Employment conditions policies and guidelines

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	RESPONSIBILITY AREA	ESSENTIAL KNOWLEDGE	FURTHER INFORMATION
	<p>End of employment</p> <p>Termination of Employment</p> <p>Your Role</p> <p>Resignation & Retirement</p> <p>End of Contract</p> <p>Redundancy – Voluntary and Compulsory</p> <p>Death</p> <p>Employer Initiated Termination</p>	<p>End of employment</p> <p>Staff members may end their employment for different reasons which include retirement. The University may also decide to end the employment of a staff member. A variety of forms of termination of employment are discussed below.</p> <p>Your role</p> <p>As a supervisor you are responsible for notifying the appropriate areas of the University when a staff member's employment is terminated. A comprehensive guide to what you should do is outlined in <i>Administration of Termination Types</i>, available on the PTC website.</p> <p>Resignation and retirement</p> <p>Staff of the University must provide the required notice of termination in accordance with the applicable industrial instrument.</p> <p>End of contract</p> <p>If the fixed term contract terminates prior to the contract end date, please advise central PTC as soon as possible prior to the staff member's departure date.</p> <p>Redundancy – voluntary and compulsory</p> <p>Generally, redundancy results from organisational changes and redeployment will precede compulsory redundancy. These processes are detailed in the applicable industrial instrument. Staff affected by a managing change process or possible redundancy may request a voluntary redundancy estimate through their central PTC support staff.</p> <p>Death</p> <p>In the event of the death of a staff member you should contact your central PTC support staff as soon as possible.</p> <p>Employer initiated termination</p> <p>Employer initiated terminations include, but are not limited to, termination through disciplinary action, termination on the grounds of ill health, and failure to attend for duties. People, Talent and Culture is currently responsible for the administration of terminations of this nature. Details of the principles of these processes are contained in the applicable industrial instrument.</p> <p>Supervisors who believe they need to undertake one of these termination processes should contact their central PTC support staff as soon as possible.</p>	<ul style="list-style-type: none"> • Administration of Termination Types • End of employment webpage • Collective Agreements • PTC contacts

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<p>Workplace Health Safety and Wellbeing</p> <p>Your Role</p>	<p>Work Health Safety and Wellbeing</p> <p>The University recognises that it has a legal and social responsibility to provide and maintain a safe working environment; safe systems of work, and plants and substances are maintained in a safe condition for its staff, students, contractors and visitors.</p> <p>Your role</p> <p>As a supervisor you are required to take care of your own and others health and safety and implement the University safety management system in your area of responsibility. The safety management system documents are available on the Safety & Wellbeing website and the WHS responsibilities detail the requirements of you as a supervisor according to your role.</p>	<ul style="list-style-type: none"> • Safety & Wellbeing Website
<p>Valuing Equity & Diversity</p> <p>Equity and Diversity</p> <p>Your Role</p> <p>Equity Contacts</p>	<p>Equity and diversity</p> <p>The University is responsible for providing a learning and working environment which reflects a commitment to quality, diversity, sustainability, equality, ethical action and social responsibility. Responsibility for equity is embedded at all levels of the University and the internal management structures and processes support its equity mission.</p> <p>Your role</p> <p>It is important for you to familiarise yourself with equity, diversity and anti-discrimination and harassment policies and procedures, ensuring that you have a clear understanding of your responsibilities. You should also ensure staff understand their legislative and policy responsibility in relation to equity and diversity issues.</p> <p>Equity contacts</p> <p>Equity contacts play a vital role in assisting to provide a safe working and learning environment, free from discrimination and harassment, for staff and students at the University. As a supervisor you should provide support for equity contacts in work areas to ensure they can meet their responsibilities as a contact.</p>	<p>Information for Managers and Staff:</p> <ul style="list-style-type: none"> • Values and Conduct • Equity and Ethics resources • Equity and Diversity anti-discrimination policies and procedures <p>Relevant Policies:</p> <ul style="list-style-type: none"> • Anti-racism Policy • Diversity and representation on committees and working groups • Equal opportunity Policy • Inclusive language Policy • Sexual harassment Policy • Discrimination and Harassment Grievance Procedures (Academic and Professional Staff) • Equity Contacts

RESPONSIBILITY AREA	ESSENTIAL KNOWLEDGE	FURTHER INFORMATION
<p>Employee Assistance Program (EAP)</p> <p>What is the EAP?</p> <p>Your Role</p> <p>Manager Assist</p> <p>EAP Direct</p>	<p>What is the Employee Assistance Program (EAP)? The University Employee Assistance Program (EAP) is a professional, confidential counselling service for staff and their immediate family members paid for by the University. The service is provided by an independent company – <i>Human Psychology</i> and includes counselling and assistance with personal and work related issues.</p> <p>Your role As a supervisor you should:</p> <ul style="list-style-type: none"> • ensure staff have access to relevant information regarding the EAP • implement EAP procedures in your area of responsibility • give support to staff members who wish to access the EAP • use the <i>Manager Assist</i> advisory service to assist you in managing complex workplace issues when required. <p>On occasion, you may wish to suggest to a staff member who is in need of help, is not performing or not coping with their work that they may benefit from using the EAP.</p> <p>Manager Assist This EAP advisory service assists managers and supervisors to manage situations such as where:</p> <ul style="list-style-type: none"> • A staff member who has problems that impact on their work performance or behaviour; • Interpersonal conflict is an issue; • A distressed or troubled staff member is unable to complete work tasks adequately; • A staff member is not able to cope with change; • A team is not functioning effectively. <p>The program is offered at no cost to staff members and their immediate family. Further information can be found at the <i>Manager Assist</i> program web page.</p> <p>EAP direct This additional online support service is offered as part of the EAP. It is a confidential on-line service that gives staff and their families access to wellbeing information and services and offers a range of opportunities for staff to improve their work-life balance.</p> <p>EAP brochures and contact information cards can be obtained from your Safety and Wellbeing Consultants.</p>	<ul style="list-style-type: none"> • Employee assistance program • Employee assistance program info • Manager assist program • Safety and Wellbeing Contacts

	RESPONSIBILITY AREA	ESSENTIAL KNOWLEDGE	FURTHER INFORMATION
COMPLIANCE, RISK MANAGEMENT AND FINANCE	<p>Compliance, Risk Management and Finance</p> <p>Business Practices</p> <p>Your Role</p> <p>Trade Practices</p> <p>Confidentiality</p> <p>Risk Management</p> <p>Internal Controls</p>	<p>Business practices There are a range of matters related to University business operations such as compliance, risk management and financial considerations that are relevant for managers.</p> <p>Your role As a supervisor you will need to be informed about the particular business practices, procedures and risk relevant to circumstances and staff members in your work area.</p> <p>Trade Practices The Competition and Consumer Act contains provisions prohibiting corporations from engaging in restrictive trade practices and unconscionable conduct, and also provisions on consumer protection. You should familiarise yourself with the Act.</p> <p>Confidentiality According to the University's Code of Ethical Conduct, University staff must protect the confidentiality of information acquired in the course of their work (Refer to Note 4 of the Code). A supervisor has the responsibility to ensure that staff members are aware of the need to maintain confidentiality of information. Supervisors should be mindful of their methods of collection, storage and use/disclosure of personal and sensitive information.</p> <p>Risk management Risk is inherent in all corporate and personal activities and it is the responsibility of all staff to continuously manage risk. Supervisors have responsibility for the effective management of business risk (including that of their staff) by ensuring compliance with work related legislation, policies and procedures and by carrying out any other necessary risk management activity. As a supervisor you will be required to identify risk, promote compliance and other risk management activity, and that you are aware of your business unit/team activities and your responsibility for those activities.</p> <p>Internal controls Internal control, a key component of the risk management framework, is embedded in all activities including corporate governance, due diligence and risk management strategies. These include strategies to manage risks associated with:</p>	<ul style="list-style-type: none"> • Code of Ethical Conduct • Workplace confidentiality guidelines • Risk and Assurances Services • Risk Management Framework • Risk Management for Managers

	RESPONSIBILITY AREA	ESSENTIAL KNOWLEDGE	FURTHER INFORMATION
	<p>Compliance, Risk Management and Finance cont.</p> <p>Internal Controls cont.</p> <p>Financial Matters and Cost Centre Management</p> <p>General Purchases and Invoices</p> <p>Assistance and Training</p>	<ul style="list-style-type: none"> • Legislative compliance The Legislative Compliance System enables effective compliance by the University with the wide range of State and Commonwealth based legislations that impact on the University. It seeks to minimise our exposure to legislation-based risk as part of our overall risk management strategy. The Legislative Compliance System is limited to laws, regulations and legally enforceable codes and standards, both Federal and State, with which the University is required to comply. • Crisis management It is the responsibility of all staff, in the event of any potential crisis situation, to immediately contact Security on extension 88888. The University's Crisis Management Framework provides that the Strategic Crisis Management Team, Campus Response Teams and the International Response Team direct staff accordingly. It is important that all staff ensure that their personal contact and next of kin details are current. (See also Appendix 2) • Travel Risks to personal safety can be heightened when travelling within Australia and abroad. Some of the risks are internal travel conditions, health systems, crime rates, political environment, terrorism, war and civil unrest. University travel guidelines are designed to assist staff to travel and work safely. Travel arrangements are coordinated through the travel team located in the Finance Unit. <p>Financial matters and Cost Centre management Supervisors are responsible for specific cost centres within their area and are authorised to commit or expend University funds against the cost centre. Some responsibilities of managing the cost centre include:</p> <ul style="list-style-type: none"> • financial planning and review of activities which is done annually in September, with quarterly forecasts. Managers need to monitor financial performance regularly throughout the year; • managing the assets and liabilities with the completion of a stock take in October each year; • reviewing any debtors owing to the cost centre. <p>General purchases and invoices</p> <p><i>Invoices</i> - Invoices should be forwarded to Accounts Payable or your local Finance Officer for coding, authorisation and payment.</p> <p>Assistance and training The Finance Unit can assist Supervisors/Managers with the management and reporting of the cost centre and also offer training sessions in various finance systems and functions.</p>	<ul style="list-style-type: none"> • Legislative Compliance Security contact details: Internal – extension 88888 External dialling - 1 800 500 911 - free call • Campus Central Offices • Finance contact information • Financial Guidelines and Resources • Training • Financial systems • Travel website

Supervising Staff at UniSA

	RESPONSIBILITY AREA	ESSENTIAL KNOWLEDGE	FURTHER INFORMATION
PEOPLE, TALENT AND CULTURE SERVICES	<p>PTC Summary</p>	<p>A wide array of Human Resources information and support is available to supervisors. Administrative and academic units have dedicated staff within People, Talent and Culture with responsibility for providing some level of HR management and/or support.</p> <p>Each professional and academic unit will have Business Partnerships Managers who can assist with significant HR problems.</p> <p>UniSA also has a central unit with responsibility for managing workplace relations, staff equity, learning and development and occupational health and safety issues among others.</p> <p>Your role New supervisors should seek out their central PTC support staff to find out what services are available, and if there are any distinctive HR procedures applying in their local work area.</p> <p>PTC contacts provides a summary of staff with key HR responsibilities in the Central Unit, Divisions and Units.</p>	<ul style="list-style-type: none"> • People, Talent and Culture • PTC contacts
USEFUL LINKS	<p>Useful Links – External Resources</p> <p>Links to Relevant External Web Sites</p>	<p>Links to relevant external Web sites</p> <p>The following are a series of links to external resources that you may find useful in your role:</p>	<ul style="list-style-type: none"> • Policies, Procedures and Guidelines • Staff values and conduct • UniSuper • Super SA • Australian Taxation Office • Return to Work SA • Worksafe Australia • SafeWork SA

FOCUS	DESIRED OUTCOME	INFORMATION/UNDERSTANDING REQUIRED	ACTIVITY
1. Setting your agenda	<ul style="list-style-type: none"> • Personal work agenda in line with UniSA’s mission and goals • Activity is informed by clear and agreed objectives • Effective management of tasks and resources • Effective networks and strategic partnerships – internal and external • Professional growth and development • Early Identification of strategic new/emerging issues 	<ul style="list-style-type: none"> • Mission and objectives of UniSA • Relevant Government legislation and policy frameworks, UniSA policy • Broader tertiary sector • Stakeholder views/concerns • Personal performance development and management objectives • UniSA systems, structures and processes • UniSA formal and informal networks • Potential applications of new technologies • ATN and other networks at the discipline/unit level 	<ul style="list-style-type: none"> • Regular objective setting – yearly, monthly, weekly • Regular and effective consultation with stakeholders • Ongoing internal and external relationship building • Search for innovative practice • Development and management of staff performance
2. Making decisions	<ul style="list-style-type: none"> • Effective, objective and ethical decision making • Respect for and understanding of cultural perspectives of stakeholders, colleagues 	<ul style="list-style-type: none"> • Understanding of mission and objective of UniSA • Understanding of risks • Understanding of stakeholder perspectives • Range of strategies in line with goals 	<ul style="list-style-type: none"> • Effective consultation with stakeholders • Commit to making decisions • Implement decisions • Regular reflection on ethical and other dimensions of decision making.
3. Valuing and supporting your self	<ul style="list-style-type: none"> • Continuous personal and professional development • Appropriate work-life balance • Sense of personal achievement 	<ul style="list-style-type: none"> • Personal and career development objectives • Sources of information and support • Understanding of changing nature of work 	<ul style="list-style-type: none"> • Develop and maintain personal knowledge • Engage in regular personal and professional development activities • Commit to personal reflection
4. Valuing and supporting others	<ul style="list-style-type: none"> • Committed, motivated and effective workforce • Respectful and diverse workplace culture • Workforce committed to work-life balance • Respect and support for ideas, decisions, processes you implement • Effective personal relationships with stakeholders, colleagues, etc 	<ul style="list-style-type: none"> • Knowledge of conditions of employment and staff entitlements • Knowledge of performance development management procedures • Knowledge of personal and career development objectives of staff, colleagues, etc • Knowledge of information and resources available to support others 	<ul style="list-style-type: none"> • Provide opportunities for professional development • Regular and effective communication • Respectful interactions with others • Recognise and reward the contribution of others • Mediate conflict/resolve conflict • Communicate across professional boundaries and develop partnerships • Engage in effective performance development and management • Commit to giving and receiving feedback • Keep stakeholders informed

<p>Crisis Management – Emergency Response Plan</p> <p>The procedure</p> <p>Security contact information</p>	<p>The <i>Crisis Management Process</i> is a component of the University Emergency Response Plan and has a business continuity focus. Emergency situations on campus are managed according to procedures identified in the <i>Emergency Response Manual</i>. A Chief Response Officer is designated for every emergency and a Campus Response Team is established.</p> <p>For the purpose of the Emergency Response Plan an emergency is defined as any event which could:</p> <ul style="list-style-type: none"> • jeopardise the safety of persons on or near the Campus • result in significant damage to property or equipment contained on-campus • significantly disrupt or demise Campus operations <p>In the event of an emergency or crisis it is important for members of the management team to be contactable. Please advise your local administrative support or central PTC support staff of your mobile telephone number to be included in the emergency contact list. This is a confidential list with limited access.</p> <p>In all instances of an Emergency call Security on 88888 for all Adelaide Metropolitan Campuses and 26050 for Whyalla. If you are calling externally ring 1800 500 911.</p>	<ul style="list-style-type: none"> • Emergency Management • Strategic Crisis Management • PTC Contacts <p>Contact Security: 88888 (Adelaide) 26050 (Whyalla)</p>
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