

# Professional Development Policy

## Section 1 - Purpose and Context

(1) The University of Western Sydney is committed to providing a supportive and rewarding environment for employees and recognises that the quality, responsiveness and professionalism of its workforce are inextricably linked to the University's achievement of its mission and strategic directions.

(2) The purpose of the Professional Development Policy is to encourage and support employees in their professional and career development as an integral part of their employment with the University. The University acknowledges that professional development is integral to personal job satisfaction, workplace productivity, reward and recognition, and is critical to the achievement of the University's mission and continuous improvement in the quality of its programs and services.

(3) This policy applies to all UWS employees, both academic and general, and sets out the principles that underpin the provision of professional development at UWS, and the provision of various professional development activities that are available for employees.

(4) This policy should be read in conjunction with the relevant Clauses of the UWS [General Staff Agreement 2006 - 2008](#), the UWS [Academic Staff Agreement 2006 - 2008](#) or the Australian Workplace Agreement as applicable, and any other applicable University policy or procedure.

## Section 2 - Definitions

(5) For the purpose of this policy:

- a. Professional Development includes the provision of development opportunities and activities to extend and broaden the scope of professional capabilities of employees in relation to their role and responsibilities. Professional development processes build on the collective knowledge and experience of employees, and provide employees with opportunities to acquire, practice and adopt new knowledge, thereby enhancing individual, group and organisational learning and capabilities.
- b. Capabilities refer to the combination of attributes, qualities, skills, knowledge, and understanding of ethical principles that underpin the professional practices of employees and that enable a person to perform to a high standard in a given context and role.
- c. Career Development refers to the process of enabling employees to plan their careers and engage in career development activities that will improve their career prospects and job progression or promotion.
- d. Career Management refers to the process of actively planning, managing, developing and evaluating one's career.

## Section 3 - Policy Statement

(6) The University will identify organisational and professional development goals and priorities, and develop and implement a range of strategies and programs to enhance and build the capacity, skills and professionalism of

employees to enable them to contribute effectively and creatively to the University's mission and strategic directions. The University is committed to providing employees with:

- a. The opportunity to plan and develop skills, knowledge and attributes that complement organisational and work unit goals.
- b. The opportunity to participate in career development activities that extend and enhance their capabilities and capacity for advancement within the University.
- c. Equity of access to professional development opportunities.

(7) Organisational units are required to plan and prioritise the development needs of their employees in alignment with organisational goals. Supervisors and managers are expected to ensure equity of access to relevant professional development activities and opportunities. Employees are encouraged to take an active role in their own on-going professional and career development and to apply their learning to its most effective use.

(8) The principles that underpin the provision of professional development at the University comprise:

- a. Acknowledging the concept of Continuing Professional Development (CPD) to support and encourage opportunities for continuous learning within the organisation.
- b. Ensuring equity of access to professional development programs and resources and support for particular groups and individuals.
- c. Recognising that responsibility for professional development is shared between individuals, supervisors and managers for the planning and undertaking of professional development relevant to their roles and responsibilities.
- d. Ensuring provision of mandatory programs to cover the core requirements of employees' roles and responsibilities.
- e. Using performance review and planning processes as the primary means of ensuring alignment between individual, unit, and organisational plans and priorities and identifying individual and work unit learning and development needs of employees.
- f. Engaging in planning, development and continuous improvement of internal professional development programs.
- g. Evaluating employee participation, outcomes and the relevance and quality of professional development programs on an ongoing basis.

## **Section 4 - Procedures**

### **Part A - Professional Development Activities**

(9) Employees and their supervisors should consider the various professional development activities that enhance organisational and individual development and capabilities. Formal and informal activities, processes and programs include:

- a. Provision of resources for professional development including allocation of funding for professional development in all unit budgets and centrally funded internal professional development providers.
- b. Opportunities for career development within the University through internal vacancies or the temporary appointment of employees to a higher classified position.
- c. Professional development programs including orientation, induction and on-the-job training; career development and transition programs; teaching and learning support and programs; research supervision and support; undertaking research or project work; participating in internal or external committees or in University governance; and networking, coaching and mentoring programs.

- d. Planning processes including organisational unit planning; identifying professional development plans and priorities by Heads of Units; ensuring equity of access to professional development for all employees; and individual development plans prepared as part of the University's Performance, Planning and Review process for academic employees and Career Planning and Development for general employees.
- e. Provision of professional development funding including support for attendance at internal and/or external professional development courses and conferences; Professional Development Program (PDP) for academic employees; support for ongoing accredited education; study and exam leave; secondments, exchange programs and study visits.

## **Part B - Allocation of Salaries Budget to Meet Professional Development**

(10) Colleges, Schools, University Research Centres and functional areas within Divisions must be able to fund professional development activities for both academic and general employees. The budget allocation must be available to support professional development activity costs, including costs associated with the Educational Support Allowance, Professional Development Program, participation in external professional development short courses, conferences, secondments, staff exchange and study visits. Heads of Units must ensure equity of access for all employees when allocating resources for professional development. As a guide, a minimum of the equivalent of 2% of the salaries budget should be allocated to professional development.

## **Part C - Internal University Professional Development Providers**

(11) The University's Teaching Development Unit (TDU) (previously known as the Educational Development Centre) and the Professional Development Unit (PDU) have primary responsibility for the provision of University wide professional development programs and activities. TDU provides support and professional development for learning and teaching. PDU provides support for organisational development and individual learning and development.

(12) Internal professional development programs will be informed by the University's strategic goals and priorities. Internal providers are funded by the University, and as a general principle, organisational units are not required to fund internal professional development programs other than provide work time for employees to attend programs or to subsidise costs where an external provider is involved.

(13) Where an organisational unit requests TDU or PDU to develop and deliver a specific development program, the costs of development and delivery are to be met from the requesting unit's budget with costs agreed as part of the planning process.

## **Part D - Individual Professional Development Plans**

(14) An important component of the University's Performance, Planning and Review process for academic employees and Career Planning and Development process for general employees, is the planning and discussion of the employee's professional development and career development opportunities such as undertaking professional development (short courses or conference) or further studies, performing higher duties, or undertaking a secondment, job exchange or study visit. It is recommended that each employee develops, in consultation with their supervisor, a professional development and learning plan, and that the employee, with the support of their supervisor and Head of Unit, actively implement the development plan and summarise progress and outcomes of the plan at the annual planning and review meeting.

(15) Supervisors have a responsibility to ensure the effective planning, support, monitoring and implementation of individual professional development plans. The Head of Unit or nominee, as part of the performance, planning and review process, must approve and support agreed individual development plans in line with organisational unit plans and budgets.

## Part E - Organisational Unit Professional Development Plans and Priorities

(16) Heads of Units will formulate an annual Professional Development Plan for their area of responsibility that identifies professional development priorities to support the achievement of operational goals and Division/College Plans.

(17) The Organisational Unit Professional Development Plan will be informed by the University's strategic goals, organisational unit priorities and individual development plans. Progress on the implementation of these plans will comprise a section in Unit / Division / College annual reports to the University Executive.

(18) Heads of Units are to include in their annual reports, data on employee participation and costs of professional development activities including participation in internal and external professional development programs, conferences, Professional Development Program, study leave, secondments and exchanges. Reports will also be provided to the Professional Development Unit (PDU) detailing the organisational unit's Professional Development Plan and priorities.

## Part F - Induction

(19) The University will provide an induction program for new employees and employees new to their role to ensure access to:

- a. information on the University's Vision, Mission and Strategic Plan; Governance, statutory and policy framework; organisational structure; [Code of Conduct](#) and core values; and conditions of employment; and
- b. support, development and training in core skills or capabilities required for the carrying out of duties related to the position.

(20) All new employees are required to participate in the University's induction program including completion of training and/or development in specified areas. Completion of induction is integral to the completion of a period of probation. Similarly, employees new to their roles and those who have not previously completed such training and /or development are also required to complete training and/or development in specified areas. Specified areas include but are not limited to, statutory obligations, records management, equity and diversity, occupational health and safety, managing and supervising staff, and the University's performance, planning and review process.

(21) Academic employees new to teaching are also required to complete a professional development program on learning and teaching at UWS and to develop a Professional Portfolio which will cover teaching, research, governance and engagement activities. Professional Portfolios may be used for the purposes of:

- a. Probationary review before confirmation of ongoing appointments
- b. Annual Performance, Planning and Review
- c. Promotions applications

(22) General staff may also develop a Professional Portfolio for the purposes of their Career Planning and Development.

(23) Employees who are expected to undertake new tasks or roles are to be provided with on-the-job training or the opportunity to attend relevant development programs or activities as appropriate to organisational and individual needs.

## **Part G - Performance, Planning and Review**

(24) All full-time and part-time ongoing employees and employees on fixed term contracts of 12 months or more are required to participate in the relevant performance, planning and review process appropriate to their employment classification, that is, the University's Performance, Planning and Review process for academic employees and Career Planning and Development for general employees.

(25) A supervisor will meet at least annually with each employee who reports to them to discuss organisational unit goals, individual performance goals and work plans, and individual professional development plans.

## **Part H - External Professional Development (Short Courses) and Conference Attendance**

(26) The Head of Unit will support an employee's attendance at an external professional development course or conference which is directly relevant to the employee's work or career development. Support will be in the form of granting work time to attend the course or conference and/or a contribution towards the registration fee and travel costs to be met from the Unit budget. Delegations regarding the approval of travel are covered by Schedule A10 in the [Delegations \(Administrative\) Policy](#).

(27) Where an employee is required and directed by the Head of Unit to undertake a course essential for the conduct of their current duties, the Head of Unit will approve the total cost of participation from the Unit budget. Where the employee initiates a request to attend a course or conference that is directly relevant to the employee's work, the Head of Unit may approve a contribution towards the total cost of participation.

(28) Employees seeking to attend a course or conference are required to make written application to their Head of Unit, with the support of their line supervisor and include the following:

- a. Description of the course or conference including duration, location, cost and program.
- b. Expected outcomes of participating in the course or conference including impact, value, benefits and/ or specific quality improvements for the University and/ or organisational unit in achieving its goals and business outcomes.
- c. Financial assistance applied for to attend the course or conference.
- d. Recommendation and support for participating in the course or conference by the line supervisor.
- e. An undertaking to write a report within one month of completing the course or conference.

## **Part I - Academic Professional Development Program (PDP)**

(29) Tenured academic employees are eligible to apply for a Professional Development Program (PDP) if they have completed at least three years' continuous service. The maximum period granted to undertake a PDP is 22 weeks. All applicants must meet the assessment criteria as set out in the [Professional Development Program for Academic Staff Policy](#) and complete an application template.

## **Part J - Education Support Allowance, Study Leave and Exam Leave**

(30) The University will provide paid study leave and an education support allowance to general and academic employees undertaking "approved formal award courses". Study support is available to all ongoing/tenured full or part time employees or employees on contracts of two years or more and who have completed a minimum of the equivalent of two years full-time continuous service. "Approved formal award courses" are programs relevant to the employee's current job or career and have significant value both to the individual and to the University. "Approved formal award courses" generally refer to courses that lead to a recognised qualification either from a university, TAFE

College or a Registered Training Organisation. Decisions on the relevance of the course in enabling an employee to advance into other areas or positions within the higher education sector are to be made by the employee's supervisor and supported by the Head of Unit, with advice from the Director Professional Development or the Head Teaching Development Unit where applicable.

(31) Study leave may be used to undertake activities directly related to and required by the approved course of study, for example, to attend weekly classes or a residential program, course related research, or practicum. Where an employee is undertaking study where face-to-face learning is not required, the employee must provide documentation from the provider regarding the equivalent number of hours' study commitment to satisfy course requirements.

(32) The maximum study leave entitlement will be applied pro-rata for part-time employees in accordance with the fraction that their position represents of a full-time position at the time of application.

(33) Study leave will be granted only once in respect of a subject. Where an employee fails a subject no further leave will be granted for that subject or an equivalent subject.

(34) Study leave for completion of postgraduate research studies will be granted subject to the employee meeting the requirements for satisfactory progression and for completion within the maximum time limit allowed.

### **Study Leave Academic Employees**

(35) For academic employees, study leave for "approved formal award courses" will be negotiated in association with the employee's workload agreement and in accordance with the University's Workload Policy and annual Performance, Planning and Review process.

(36) Study leave may be used on a per week basis or accumulated and used in a block period. Study leave must have prior approval of the supervisor and Head of Unit. The nature and extent of study leave will be determined as part of the workload negotiation process. In the event that an application for study leave to undertake an "approved formal award course" is not approved within an academic employee's workload agreement, reasons for the decision are to be provided to the employee.

### **Study Leave General Employees**

(37) For general employees, study leave for "approved formal award courses" will be negotiated in association with the Career Planning and Development process. In the event that an application for study leave to undertake an "approved formal award course" is not approved, reasons for the decision are to be provided to the employee.

(38) Study leave may be used on a per week basis or accumulated and used in a block period. Study leave must have prior approval of the supervisor and Head of Unit.

(39) An employee undertaking an "approved formal award course" is entitled to take up to five hours paid leave per week to attend classes. Study leave will be calculated on the basis of one 0.5 hour for each hour of face-to-face learning for each subject undertaken. The maximum grant of study leave per subject undertaken is 2.5 hours per week, and the total maximum grant per week is five hours. This time may be accumulated to a maximum of 35 hours in any semester. Arrangements for taking leave are to be agreed between the employee and their supervisor and approved by the Head of Unit.

(40) An employee required to undertake, for example, a practicum or to attend a residential program to satisfy course requirements may apply for up to 35 hours block study leave in any semester within the maximum grant of study leave. If the time needed exceeds this amount, the balance should be taken from other forms of leave such as annual leave.

## **Exam Leave**

(41) Eligible employees enrolled in an "approved formal award course" will be granted paid leave to attend examinations. Exam leave will be limited to the time necessary to complete the examination. Exam leave is additional to any study leave granted.

## **Education Support Allowance for Approved Formal Award Course**

(42) An Education Support Allowance is payable to employees enrolled in an "approved formal award course". The Allowance is to be approved by the Head of Unit and paid from the Unit budget. The Education Support Allowance is \$1,000 per person per annum where the employee is enrolled for a full academic year. When an employee is enrolled in an "approved formal award course" for less than a full academic year, the allowance will be \$500.

(43) In order to ensure equity of access to the Education Support Allowance, all Education Support Allowance payments will be paid via the payroll as a taxable allowance. The Education Support Allowance will be paid when an employee provides evidence that they are enrolled in an "approved formal award course".

(44) An Education Support Allowance will be granted only once in respect of a subject in a course. Where an employee fails a subject, no further support will be granted for that subject or an equivalent subject.

(45) Applications for the Education Support Allowance are to be lodged on the Education Support Allowance Application Form.

## **Part K - Temporary Appointment of Employees to a Higher Classified Position**

(46) A temporary appointment to perform the duties of a higher classified position is a mechanism for career development. Suitably qualified employees who have not previously performed the duties of a higher classified position will be given the opportunity to do so.

(47) Expressions of interest will be used as the basis for filling vacancies of more than two weeks where the University has at least one month's notice of the vacancy. Subject to the operational requirements of the organisational unit, a vacancy which is expected to extend beyond 3 months will be filled by as many suitably qualified employees as possible, based on expressions of interest.

## **Part L - Internal Secondment or Exchange**

(48) An internal secondment or job exchange is a mechanism for career development, whereby an employee is appointed to another position within the University for a specified period, without surrendering their substantive position. The opportunity for a secondment or job exchange or other forms of career development should be discussed by the employee with their supervisor at the time of the annual performance, planning and review meeting and form part of the employee's professional development plan.

(49) Internal secondments may arise in order to replace an employee taking an approved extended period of absence; or to undertake a specific task or project; or where a position is provided from identifiable funding external to the University's operating grant.

(50) Internal job exchanges may arise where two employees within or between a College, School, Division or Directorate seek to exchange their roles. The proposed job exchange should enhance an employee's career while providing opportunities to broaden their knowledge, skills and experience in relation to academic and administrative matters.

(51) Where a Head of School or Director, in consultation with the Office of Human Resources, identifies a position as

suitable for secondment, it will be advertised internally, followed by a selection process. The conditions of a job exchange must be negotiated and jointly approved by Head of School or Director for both areas, including details of functional placement and cost responsibilities.

(52) Consideration for a secondment or job exchange will be given to the employees' suitability and readiness for the position; whether the position offers the likelihood of appropriate skill or knowledge development and further work experience for an individual; the relevance of the position to the employees' career within the University; and in what way the secondment or job exchange facilitates substantive equality of opportunity for employees from specific groups.

### **Conditions of an Internal Secondment or Exchange**

(53) The duration of a secondment is generally from 6 to 12 months. The duration of a job exchange is generally from 3 to 6 months. The employee is expected to return to their substantive position at the conclusion of the approved secondment or job exchange period.

(54) All ongoing full-time or part-time employees who have completed a minimum of the equivalent of two years' full-time continuous service may be considered for a secondment or to participate in a job exchange. Employees must meet the core requirements of the position as identified in the Position Description for the secondment or job exchange position.

(55) The Head of School or Director of the receiving unit has delegation to approve the secondment or job exchange at the conclusion of the selection process. Where a secondment or job exchange presents a genuine opportunity for an employee to gain new skills or knowledge and/or to act at a higher level, the Head of School or Director for the employee's substantive position is expected to support it. If the position is at a higher level the employee will be eligible for payment of an allowance to the minimum salary level of the seconded position. If the position is at the same level, the staff member remains eligible for any increments that would normally apply if they had remained in their substantive position. If the seconded or job exchange position is at a lower level, the agreement to allow the employee to take up the opportunity is on the understanding that the employee will be paid at the highest salary step for the lower level position. It is expected that annual leave accrued during the period of the secondment or job exchange will be taken before the employee returns to their substantive position.

(56) Where a secondment or job exchange is for 6 months or more, formal terms of agreement should be drawn up and signed by the Head of School or Director and the employee before the secondment or exchange commences. The Office of Human Resources is to be provided with copies of the agreement. The agreement should include:

- a. A Position Description for the position to be occupied by the employee during the period of secondment or job exchange
- b. Remuneration arrangements
- c. Duration of the secondment or job exchange
- d. Provision for the agreement to be terminated
- e. Details for the taking of leave that accrues during the period of the secondment or job exchange.

(57) The role and responsibilities of the position, work plan with performance objectives and development plan with learning outcomes should be agreed to by the employee and the supervisor at the commencement of the secondment or job exchange period and appropriate on-the-job training and supervision provided.

## **Part M - External Secondment or Exchange**

(58) An external secondment is an arrangement made with the mutual consent of the University (parent organisation) and an employee whereby the University agrees to make the employee available under specific agreed conditions to



work with another employer (host organisation) for a specified period of time. The opportunity for a secondment or exchange or other forms of career development should be discussed by the employee with their supervisor at the time of the annual performance, planning and review meeting and form part of the employee's professional development plan.

(59) An exchange is a placement of a UWS employee with another University or organisation either in Australia or overseas. Exchanges normally involve a reciprocal visit by a staff member from the other organisation or University. The conditions of an exchange must be negotiated and agreed by both organisations including details of functional placement, cost responsibilities and insurances.

(60) No change of employer is involved and the seconded or exchanged employee retains all conditions of employment applicable to the parent organisation. One possible exception may be in relation to hours of work whereby the seconded or exchange employee would reasonably be expected to work within the host organisation's 'hours of work' guidelines.

(61) The employee and their supervisor may initiate applications for a secondment or exchange. All details of the proposed program including estimated costs and conditions of the secondment or exchange together with a written agreement by the host organisation are to be forwarded to the relevant Head of School or Director for approval. The Director Professional Development or the Director will be available for advice in relation to the secondment or exchange during its operation.

### **Conditions of an External Secondment or Exchange**

(62) All ongoing full-time or part-time employees who have completed a minimum of the equivalent of two years' full-time continuous service may apply for a secondment or exchange.

(63) Seconded or exchange employees remain an employee of the parent organisation for the period of the secondment or exchange.

(64) The conditions of employment of the parent organisation, including leave entitlements, salary level and any increments falling due, employer superannuation contributions and employee contributions, workers' compensation and public liability, will continue to apply during the period of the secondment or exchange unless other arrangements are agreed between the relevant parties.

(65) UWS employees retain the right of return to their substantive position at the expiration of the secondment or exchange. Leave accrued during the secondment or exchange must be taken prior to the expiration of the secondment or exchange period.

(66) Exchange employees will continue to be paid their salary and employer superannuation contributions by the parent organisation unless other arrangements are agreed between the relevant parties. The costs of any overtime, meal allowances and expenses related to work in the host organisation are to be met by the host organisation.

(67) Where a UWS employee is seconded to an external organisation to fulfil the needs of that organisation, the host organisation is normally responsible for all the costs associated with the secondment unless other arrangements are agreed between the relevant parties. These costs include:

- a. Salary, allowances and any non-cash benefits
- b. Employer's contribution to superannuation
- c. Any associated travel, accommodation and removal expenses
- d. Workers' compensation cover
- e. Public liability and professional indemnity cover (if applicable)
- f. Payroll tax

- g. Pro-rata annual leave, annual leave loading and long service leave, and
- h. An administration fee to cover the University's indirect overhead costs.

(68) Where a secondment or exchange is for six months or more, formal terms of agreement must be drawn up and signed by both organisations and the seconded or exchange employees before the secondment or exchange commences. The agreement is to include:

- a. A Position Description for the position to be occupied by the employee during the period of secondment or exchange
- b. Remuneration arrangements
- c. Duration of the secondment or exchange
- d. Ownership of intellectual property
- e. Indemnities and liabilities
- f. Provision for the agreement to be terminated
- g. Responsibility of the host organisation to notify the parent organisation of any leave taken during the secondment or exchange
- h. Responsibility for travel and accommodation expenses, and
- i. Details for the taking of leave that accrues during the period of the secondment or exchange.

## **Part N - Study Visit**

(69) UWS employees may be eligible to undertake a study visit to another university(ies) or institution(s). A short study visit is usually one to two weeks duration where an employee undertakes a study visit to a similar area or department at another university or institution. The purpose of a study visit is to further the employee's professional development and learn other business practices, processes or systems to support the implementation of improvements or organisational change initiatives at the University.

(70) The opportunity to undertake a study visit or other forms of career development should be discussed by the employee with their supervisor at the time of the annual performance, planning and review meeting and form part of the employee's professional development plan.

### **Conditions of a Study Visit**

(71) The University will support a short study visit to another institution(s) which is directly relevant to the employee's work. Support will be in the form of granting work time to undertake the study visit and a contribution towards part or full cost of travel and accommodation. Funding for the study visit will be met from the Unit budget.

(72) All ongoing full-time or part-time employees or employees on contracts of two years or more and who have completed a minimum of the equivalent of two years' continuous service may apply for a study visit. Applications must be approved by the Head of School or Director.

(73) Employees seeking to organise a study visit are required to make written application to their Head of School or Director, with the support of their line supervisor and include the following:

- a. Purpose of the study visit (and its alignment with the University and College/ Division Plan and School/ Unit goals and strategies)
- b. Description of the study visit including duration and program or schedule
- c. Rationale for undertaking the study visit at the nominated institution/ organisation
- d. Expected outcomes of undertaking the study visit including impact, value, benefits and/ or specific quality improvements for the University and/ or organisational unit in achieving its goals and business outcomes

- e. Attachments including: evidence of support from the nominated institution/ organisation; outcomes and achievements from any previous study visits undertaken
- f. Financial assistance applied for to undertake the study visit
- g. Recommendation and support for the study visit by the line supervisor
- h. An undertaking to write a report within one month of completing the study visit.

## **Part O - Monitoring Access and Participation in Professional Development**

(74) Annual monitoring and reporting of University wide professional development activities will be undertaken by the Professional Development Unit and Teaching Development Unit. Reporting will include data on employee participation rates, outcomes of participation in, and costs of professional development activities and will be informed by management information systems data (Finance System, HRIS) and by Heads of Units annual reports on Professional Development activities.

(75) Heads of Units are responsible for implementing, monitoring and reporting on their Organisational Unit Professional Development Plans. Progress on the implementation of these plans will comprise a section in Unit / Division / College annual reports to the Executive.

(76) An annual Professional Development Report will be provided by the Director Professional Development and Head Teaching Development Unit to the University Executive and to the Board of Trustees. Reports will also be provided to the Equity and Diversity Unit for external reporting and for internal monitoring of equity of access to professional development programs for employment equity groups, and to the Staff Liaison Committee and/ or Implementation Committee as required.

## **Section 5 - Guidelines**

(77) Nil.

## Status and Details

<b>Status</b>	Historic
<b>Effective Date</b>	30th September 2008
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