

Scope & content

Supporting staff to develop professional skills and knowledge throughout their career is one of the biggest challenges identified in surveys and discussions by those in ELICOS management positions. The *Guide to Best Practice in Managing Professional Development in ELICOS* was developed following requests from managers in member colleges in recent member surveys.

The Guide covers the following areas:

- Key features of best practice in managing professional development
- Professional development goals
- Staff induction
- Professional development initiatives
- Professional development for experienced staff
- Professional development for managers

For most of these areas the Guide contains examples of good practice carried out by member colleges, and there are five detailed case studies demonstrating responses to common challenges identified in the project survey, or particularly innovative approaches to managing professional development.

The full Guide is available to staff at English Australia member colleges via login to our website.

Key features of best practice

Colleges demonstrating best practice in managing professional development of ELICOS staff evidence the following features.

1. The **culture of professional development** has a strong focus on partnership between managers and staff working together to enhance staff growth, rather than on managers who monitor staff performance. The framework for professional development within the organisation is explicit and accessible to all.
2. There is **recognition by business managers** that continuing professional development of all staff can result in increased staff and student satisfaction, enhanced student outcomes and a thriving business. This includes the allocation of sufficient staff and resources, including budget and time, to the management of staff professional development.
3. Those responsible for managing the professional growth of staff have the **skills and knowledge** required to undertake their role. **Training and support** is available for these staff before and during their appointments.
4. Those who manage staff professional development **understand the value of PD** and work to ensure **all their staff**, regardless of level of experience and expertise or contract type, **have opportunities** for professional growth.
5. **Staff accept responsibility for and are actively engaged in professional development**. Staff ask 'how can I contribute?', and there is a willingness to learn in collaboration with others.
6. There is a **range of options** for professional development of individual staff as well as a **flexible framework** for managers to operate within, one which enables rather than constrains professional development.