



UNIVERSITY
OF WOLLONGONG
AUSTRALIA

HUMAN RESOURCES
Professional & Organisational Development Services

MANAGEMENT CADET GUIDELINE

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1 Introduction

The University of Wollongong Management Cadet Program is offered each year to two students who have either completed their year 12 studies, or have completed a gap year and are ready to commence university studies. It targets highly motivated school leavers who have displayed above average results in both academic and co-curriculum pursuits. To be eligible, applicants must be accepted to study at the University of Wollongong in an undergraduate degree with a business focus.

The Cadetship is a five-year program. The first two years of the program have a pre-defined rotation of placements. The third, fourth and fifth years provide the cadets with the opportunity to select between a range of placements, with the final eighteen months of the program spent in a specialisation.

The program is coordinated by Professional and Organisational Development Services (PODS).

2 Purpose

This guideline outlines the guiding principles which govern the coordination of the Management Cadetship Program.

3 Glossary of Terms

Cadet Program Coordinator is the person responsible for the management of the Cadetship Program.

Cadet Supervisor is the person responsible for overseeing and coordinating an individual cadet's experience throughout the Cadetship. A Cadet Supervisor may oversee two to six cadets.

Work Placement Supervisor is the supervisor or manager of the unit in which the cadet has been rotated.

4 Roles and Responsibilities

4.1 Professional and Organisational Development Services is responsible for:

- recruiting cadets,
- formalising placements and preparing a calendar of rotations,
- coordinating the payment of cadet education allowances,
- determining and allocating appropriate levels of study time for each cadet,
- monitoring study time usage,
- authorising salary increments,
- reviewing work performance in conjunction with Work Placement Supervisors,
- monitoring career development of each cadet,
- coordinating a mentor for the cadet at the end of the first year of the cadetship,
- reviewing academic performance, and
- ensuring funding is available for the five year cadetship.

4.2 The Work Placement Supervisor is responsible for:

- inducting new cadets into their work unit,
- arranging a suitable work station and resources,
- allocating challenging and meaningful work to cadets that will contribute to their development and professional careers,
- setting work performance goals and standards,
- providing a communication conduit between the cadet and the team to ensure expectations are clear and there is an understanding of cadet study commitments,
- approving annual leave and monitoring the use of study leave, and
- communicating in a timely manner any concerns with the Cadet Program Coordinator or Manager, PODS.

4.3 Each Management Cadet is responsible for:

- complying with the requirements of these guidelines,
- completing a relevant undergraduate degree within five years,
- actively participating with Work Placement Supervisors and teams to achieve workplace goals,
- addressing any concerns in relation to the requirements of the work placement with their supervisor in the first instance,
- maintaining a regular meeting regime with their specific Cadet Supervisor to ensure smooth progression through the program,
- negotiating with Work Placement Supervisor the taking of annual leave and study leave and raising with Cadet Supervisor or Cadet Program Coordinator any concerns with either work placements or study, and
- participating in tasks outside placement work requirements from time to time, such as graduation ceremonies, recruitment and welcoming and other duties agreed to with the Work Placement Supervisor and the Cadet Supervisor.

5 Appointment & Conditions of Employment

- 5.1 Cadets are appointed under a five-year fixed term contract. Appointment is conditional upon gaining entry into an appropriate undergraduate degree at UOW. This may be achieved either through a Faculty “Early Admission” program or by achieving an ATAR sufficient for a main round offer. Cadets must produce evidence of acceptance of admission prior to commencing the Cadetship.
- 5.2 For the first three (3) years of employment, Cadets are appointed on a part-time basis (0.9 FTE), converting to full-time in the final two (2) years of employment. While on a part-time contract, Cadets are entitled to work flexible times according to the business demands of their unit but are not permitted to accrue flexible leave. Those on a full-time contract (fourth and fifth year Cadets) are permitted to accrue flexible leave in accordance with the Enterprise Agreement.
- 5.3 Work arrangements (for example, start and finish times) may vary depending on the particular work placement. Cadets are expected to adhere to the policies and procedures in place for each work unit to which they are assigned.
- 5.4 Specific terms of appointment will be outlined in the Cadet’s letter of offer.

6 Academic Progress

- 6.1 Management Cadets must undertake and complete, during the term of their Cadetship, an undergraduate degree at the University. Cadets are expected to take the full five years to complete their degree. Cadets are not encouraged to accelerate their academic progress as this may jeopardise their success in both their studies and work placements. Management Cadets are required to provide their Cadet Supervisor a copy of their academic results for each session so their progress can be monitored.
- 6.2 The University requires a satisfactory level of academic performance from all Cadets. Performance in academic studies must reflect an ongoing or ‘rolling’ average of Credit or above. The first point of calculation of the rolling average will be at the end of the first academic year. The method of calculation will be in accordance with processes set out in the General Course Rules for Weighted Average Mark (WAM).
- 6.3 In the case of subject failure, the cost of any failed subject will be deducted from payments due to the Cadet for the next payment period. This is irrespective of whether the Cadet’s degree program requires the subject be repeated.
- 6.4 Continued unsatisfactory academic performance will result in review and possible termination of the Cadet’s employment.

7 Granting of Study Time

- 7.1 Study time is granted to allow attendance at lectures and tutorials and for private study. Study time is granted during the teaching periods of Autumn and Spring Sessions. The allowance is granted according to the number of subjects undertaken during the session. Cadets will normally complete two (2) or three (3) subjects per session.
- 7.2 For the first three years of the Cadetship, study time allowance is adjusted on a pro-rata basis (8.5 hours for 3 subjects and 4.5 hours for 2 subjects) in line with the fractional rate of employment. This study allowance is designed to be coupled with the 3.5 part-time hours each week, providing the Cadet with access to 12 hours off per week during sessions with 3 subjects (3.5 part-time hours + 8.5 study time hours) or 8 hours off per week during sessions with 2 subjects (3.5 part-time hours + 4.5 study time hours). The Cadetship has been designed so that Cadets make use of their part-time day off to support their learning needs.
- 7.3 For the last two years of the Cadetship, study time allowance is adjusted on a pro-rata basis (12 hours for 3 subjects and 8 hours for 2 subjects) in line with the fractional rate of employment.

- 7.4 Where a Cadet has special permission to undertake 6 subjects per year, as approved by the Manager, PODS and the Cadet Supervisor, they are allocated 6.5 hours study time per week during session in the first three years of the Cadetship and 10 hours study time per week during session in the fourth or fifth year of the Cadetship.
- 7.5 Study time is not available during mid-session breaks or end-of-year recess.
- 7.6 First year Cadets may claim study time to attend Orientation Week programs. Cadets must discuss these arrangements with their Cadet Supervisor.
- 7.7 Where the Cadet has sessions with a different subject load due to degree requirements, study allowance will be negotiated with the Cadet Program Coordinator.
- 7.8 Cadets are required to complete a study time plan outlining the day and amount of study time expected to be taken each week during the session. Each day study time is taken is to be noted in the comments column of the Web Kiosk timesheet and recorded in a timesheet that will be provided to the Cadet Supervisor.
- 7.9 Cadets are expected to use all their allocated hours each week however, with supervisor approval, part of the allocation may be carried over from week to week to accommodate fluctuations in work and/or study demands. A maximum of 2 days (14 hours) for full-time staff and 7 hours for part-time staff accrued balance may be carried over from the teaching weeks of session into the Study Recess/Exam period. Amounts in excess of fourteen (14) hours or seven (7) hours at this point in time will be deducted from the accrued study time balance. Study time balance reverts to zero at the start of each university session.
- 7.10 If a public holiday falls on a day the Cadet would normally be undertaking private study, the Cadet is entitled to take the equivalent number of hours on another day, preferably during the same week.
- 7.11 During Study Recess and the Examination period, private study time is allocated at a rate of 1 day of study time per scheduled examination plus any hours to undertake the exam during normal working hours. Subject to supervisor approval, the Cadet may take this time at any time during the Study Recess/Examination period. No study time is to be taken after the conclusion of the final exam for the exam period.
- 7.12 In the event that no exams are scheduled, the Cadet is not entitled to study time during Study Recess or the exam period. Where the Cadet is required to submit an assessment task in lieu of exams, the Cadet must request to have their study time exam allowance moved into the normal session period. The Cadet Program Coordinator is to be consulted for specific details.
- 7.13 Where flexi-time arrangements are in place, Cadets may supplement their personal study time by using available flexi balances. The normal rules for taking flexi-time apply including requesting approval from the Cadet's current workplace supervisor and complying with the requirements of section 5.2.
- 7.14 Study time will be granted for the first undergraduate degree only. Any subsequent studies undertaken during the Cadetship, either at undergraduate or postgraduate level, , will be covered by the Study Time Policy – Professional Services Staff.
- 7.15 Study time arrangements are subject to the approval of the Cadet Program Coordinator, the Cadet Supervisor and the Work Placement Supervisor. Cadets are required to submit a copy of their study timetable at the commencement of each semester and a copy of their examination timetable prior to each exam period.

8 Education Allowance

- 8.1 Management Cadets will be paid an education allowance prior to the census date each Autumn and Spring session to pay for tuition fees associated with their undergraduate degree. No additional payments will be made for study in Summer session, unless approved by the Director, Human

Resources Division. This allowance will be paid through the payroll system and will be in addition to salary.

- 8.2 The amount of the allowance has been calculated to cover the projected expenses associated with the Management Cadet completing a maximum of five (5) single-session subjects (either six (6) or eight (8) credit points) or equivalent loading of annual subjects in any one year within their chosen degree. Single session subjects with credit point loadings greater than eight (8) credit points will be counted as two (2) subjects for the purposes of this calculation.
- 8.3 The education allowance is calculated based on the HECS-HELP. Although this option does not offer a discount, Cadets are advised to select this option on enrolment and maintain this status throughout their degree program. Any outstanding HECS-HELP debt at the completion of the Cadetship is the responsibility of the Cadet.
- 8.4 Where a Cadet opts to study more subjects than allowed for in 8.2 above, the additional costs incurred beyond the normal allowance are to be met by the Cadet.
- 8.5 The education allowance will include an amount to cover any compulsory student fees levied by the University. Fee amounts are indicated by the Cadet by forwarding a copy of their fee statement before the first week of session.
- 8.6 An annual textbook allowance is also included in the education allowance. The book allowance is paid in two instalments, one at the commencement of Autumn Session and the other at the commencement of Spring Session. The book allowance is reviewed annually in line with CPI movements.
- 8.7 The education allowance is paid into salary as taxable income, and therefore the payment is grossed up to compensate. This payment is not superable.
- 8.8 The fee statement is approved by the Director, Human Resources Division.

9 Work Placements

- 9.1 In the first and second year of the Cadetship, Cadets will normally follow a pre-defined rotation plan through the central administrative divisions. These divisions include: Human Resources, Financial Services, Governance and Legal Services and Student Services.
- 9.2 In the third and fourth year of the Cadetship, Cadets are able to choose placements from a range of divisions and units within the Administration portfolio. For placements outside the Administration portfolio, approval must be sought from the Director, Human Resources and the Manager, Professional and Organisational Development Services.
- 9.3 During the final 18 months of the Program, Cadets work in an area of specialisation in line with their degree major and career aspirations. Places for the specialisation are subject to availability within the requested work area. If a placement is selected outside the Chief Administrative Officer's (CAO) portfolio, approval must be sought from the CAO.
- 9.4 Prior to the commencement of each placement, the Cadet and Cadet Supervisor will meet with the Work Placement Supervisor to establish workplace and development goals. Achievement of the goals set for the placement will form the basis of the Work Placement Report.
- 9.5 Cadets are expected dress appropriately to their work placement requirements with the overarching requirement of dressing being smart casual attire. Casual attire is generally considered unacceptable unless permission is given for a specific purpose, for example mufti days.

10 Performance Planning & Reporting

- 10.1 Work Placement Supervisors are requested to complete a Work Placement Report for their placement. The report is used to inform the Cadet Supervisor of the Cadet's progress and is based

on the identified Graduate Qualities of the Management Cadetship Program (outlined on the back page of the Placement Report).

- 10.2 Each Cadet is required to create and maintain a portfolio that reflects the work they have undertaken during their cadetship.
- 10.3 Where it is deemed that a Management Cadet is not performing duties in a satisfactory manner, they will be counselled accordingly and given an opportunity to improve their performance. In the event that workplace performance continues to be deemed unsatisfactory, the contract of employment may be jeopardised resulting in termination of employment.
- 10.4 Workplace performance reports and academic progress are considered separately.

11 Summer Session

- 11.1 It is expected that a Cadet will complete his/her studies during the Autumn and Spring Sessions, however, in certain cases a Cadet may wish to undertake studies in Summer Session.

If a Cadet wishes to study in the Summer Session, he/she must make application to the Manager, Professional & Organisational Development Services (PODS) prior to the commencement of Summer Session. The Manager will then make a recommendation to the Director, Human Resources. The application should include detailed reasons why the Cadet feels it necessary to study in the Summer Session. If the lectures occur during work time, the approval of the work placement unit Director is also necessary.

- 11.2 No additional education allowance shall be paid for Summer Session. All other conditions surrounding academic progress apply.
- 11.3 The Cadet is not entitled to the normal study time allowance during the Summer Session and must apply for study time under the Study Time Policy – Professional Services Staff.
- 11.4 Cadets will not be permitted to study in the Summer Session if it is for the purpose of accelerating progress in their degree.

12 Annual Leave

- 12.1 Annual Leave is provided as set out in the Cadet's employment agreement. Cadets are required to take a minimum of two (2) weeks of allocated leave each year.
- 12.2 Annual Leave will not normally be approved during Autumn and Spring session (teaching weeks only). Requests are considered on a case by case basis with negotiation with the Cadet Supervisor.

13 Study Abroad (Student Exchange)

- 13.1 A Cadet may wish to include a semester of overseas study (student exchange) during the Cadetship. The timing of this must be discussed with the Cadet Supervisor.
- 13.2 Organisation of the exchange, including accommodation and approval for subjects being undertaken while on exchange, must be completed prior to departure.
- 13.3 Normally the Cadet will be engaged in full-time study whilst overseas, requiring a period of leave without pay from the Cadetship. Provision of leave without pay is subject to the approval of the Director, Human Resources. Where leave without pay is granted, the scheduled date for the cessation of the Cadetship will remain unchanged i.e. the Cadetship will not be extended by the period of leave without pay. Any annual increments due to the Cadet will continue to be paid on the date that they would otherwise have been due if the period of leave without pay had not been taken.
- 13.4 In some cases, a Cadet may be able to arrange both a study and work placement therefore gaining valuable skills and exposure to administration in an overseas institution, as well as gaining

exposure as a student. The Cadet should consult with the Cadet Supervisor and the Manager, PODS if considering this option.

- 13.5 The overseas study is regarded by the University as a component of the Cadet's undergraduate degree; therefore the Cadet will continue to be paid their education allowance for the period of overseas study. A semester of study abroad is equivalent to four (4) subjects at UOW. The limits referred to in Section 4 (Education Allowance) will be adjusted allowing for reimbursement for a maximum of seven (7) subjects in the calendar year in which the overseas study occurs.
- 13.6 Upon return from exchange, the Cadet will be expected to complete a report on the experience and forward this to the Cadet Supervisor and the Manager, Professional & Organisational Development Services (PODS).

14 Awards and Scholarships

- 14.1 A Cadet may be successful in attracting a UOW student scholarship. Suitability of Cadets accepting the scholarship will be considered on a case by case basis. However, ongoing scholarships throughout the degree or fee payment scholarships would not be considered appropriate given the existing financial support offered through the Management Cadetship Program. One-off scholarships that recognise outstanding academic achievement are typically considered appropriate.
- 14.2 Management Cadets are not eligible to apply for the Marie Lewis Award given through the Vice Chancellors Awards process.

15 Application for Permanent Positions

- 15.1 Although Management Cadets are entitled to apply for permanent positions within the University, they are not encouraged to apply for permanent positions until they are in the final year of their Cadetship.
- 15.2 If Cadets are successful in obtaining a permanent position within the University prior to the completion of their Cadetship, they revert to the status of any other employee of the University, i.e. they will cease to receive an education allowance and any study time allowance will be determined in accordance with the Study Time Policy – Professional Services Staff.

16 Appointment to a Seconded Position

- 16.1 If a Cadet wishes to apply for a secondment position, approval must be sought from the Manager, Professional and Organisational Development Services.
- 16.2 If the Cadet is successful in obtaining a secondment position within the University prior to the completion of their Cadetship, they must take a leave of absence from the Cadetship and revert to the status of any other employee of the University, i.e. they will cease to receive an education allowance and any study time allowance will be determined in accordance with the Study Time Policy – Professional Services Staff.

17 Leaving the Cadetship or University

- 17.1 Where a Cadet leaves the employment of the University prior to the completion of their degree program, their entitlement to continue as a student of the University is not affected (subject to the academic requirements of their degree program).
- 17.2 Where a Cadet completes their undergraduate degree before the five years of the Cadetship has expired, the Cadet will continue to be employed until the expiration of the original five year contract. The Cadet will no longer be entitled to education allowance or study time allowance.
- 17.3 Where a Cadet leaves the program early, the University reserves the right to call for the pro-rata repayment of education allowance.

18 Version Control Table

Version Control	Date Released	Approved By	Amendment
1	2008 May	David Reynolds Organisational Development Consultant	Replaced PER-POD-POL-005
2	090716	David Reynolds Organisational Development Consultant	Sections 1, 2, 5, 9, 12
3	091116	David Reynolds Organisational Development Consultant	Changes to conditions of appointment and study time provisions.
4	290113	Deb Tetley Professional Development Consultant	Changes to the guideline to incorporate findings of the cadetship review.
5	020215	Deb Tetley Professional Development Consultant	Corrections of wording and changes to study time conditions.
6	030717	Deb Tetley Professional Development Consultant	Removal of reference to performance planner. Changes to wording of study time allowances. Changes to wording of study abroad section.
7	160818	Deb Tetley Professional Development Consultant	Included details pertaining to payment of employment allowance, including who is to approve payments, the fact that fees are grossed up for taxation and not superable.