



HUMAN RESOURCES

Professional & Organisational Development Services

# MANAGEMENT CADET GUIDELINE

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## 1 Appointment & Conditions of Employment

- 1.1 Cadets are appointed under a five-year fixed term contract. Appointment is conditional upon gaining entry into an appropriate undergraduate degree at UOW (normally a Commerce or Arts program). This may be achieved either through a Faculty "Early Entry" program or by achieving an ATAR score sufficient for a **main round** offer. Cadets must produce evidence of acceptance of admission prior to commencing the Cadetship.
- 1.2 For the first 3 years, cadets are appointed on a part time basis, converting to full time in the final 2 years of employment.
- 1.3 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.
- 1.4 Specific terms of appointment will be outlined in the Cadet's letter of offer.

## 2 Academic Progress

- 2.1 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.
- 2.2 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 by the Academic Registrar's Division for Weighted Average Mark (WAM).
  - 2.2.1 Pass Conceded, Pass Restricted/Terminating:  
Reference must be made to the faculty in each case to confirm the impact of any such result on academic progress. If the Cadet is required by the faculty to repeat the subject to satisfy degree requirements, this is to be done at the Cadet's own cost.
  - 2.2.2 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.
- 2.3 Continued unsatisfactory academic performance will result in review and possible termination of the Cadet's employment.

## 3 Granting of Study Time

- 3.1 Study time is granted to allow attendance at lectures and tutorials and for private study. A flat rate of 10 hours per week is granted during the teaching periods of Autumn and Spring Sessions. During the first 3 years of the cadetship, study allowance is granted on a pro-rata basis (6.5 hours) in line with the fractional rate of employment. The allowance is granted irrespective of the number of subjects undertaken during the session. Cadets will normally complete two (2) or three (3) subjects per session. There may be circumstances where only one (1) subject is undertaken. On the first occurrence, the normal study time allowance will apply. On any subsequent occurrences, a reduced study allowance may be negotiated. Study time is not available during mid-session breaks or end-of-year recess. First year Cadets may claim study time to attend Orientation Week programs. Study time arrangements are subject to the approval of the Cadetship Coordinator and the workplace 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.
- 3.2 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) 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 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.

- 3.3 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.
- 3.4 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 balance available under 3.2 above. 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.
  - 3.4.1 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, study time may be claimed where the original due date of the assessment task lies within the Study Recess/Exam period. The Cadetship Coordinator is to be consulted for specific details.
  - 3.4.2 Examination leave is provided as required to attend exams scheduled during normal work hours.
  - 3.4.3 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.
- 3.5 Study time will be granted for the first undergraduate degree only. Any subsequent studies, either at undergraduate or postgraduate level, undertaken during the Cadetship, will only attract the regular study time provisions for general staff. The University reserves the right to determine the relevance of the proposed studies before approving such study time.

#### **4 Education Allowance**

- 4.1 Management Cadets will be paid an education allowance at the beginning of each Autumn and Spring session to pay for HECS costs, 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.
- 4.2 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.
- 4.3 The education allowance is calculated based on the HECS discounted or "up-front" payment option. Cadets are advised to select this option on enrolment and maintain this status throughout their degree program. Any outstanding HECS debt at the completion of the Cadetship is the responsibility of the Cadet.
- 4.4 Where a Cadet opts to study more subjects than allowed for in 4.2 above, the additional costs incurred beyond the normal allowance are to be met by the Cadet.
- 4.5 The education allowance will include an amount to cover any compulsory student fees levied by the University at the discounted staff rate. This is a one-off annual payment, paid in conjunction with the educational allowance for Autumn session.
- 4.6 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.

- 4.7 The education allowance is paid into salary as taxable income. Cadets are encouraged to claim any eligible education expenses as a tax deduction with their annual income tax return. Independent financial advice should be sought regarding eligibility.

## **5 Work Placements**

- 5.1 Cadets will normally follow a pre-defined rotation plan through the central administrative divisions. These divisions include: Academic Registrar, Human Resources, Financial Services, UniAdvice and Internal Audit.
- 5.2 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.

## **6 Performance Planning & Reporting**

- 6.1 A Cadetship Performance Planner document is prepared at the beginning of each placement and reviewed prior to conclusion of the placement.
- 6.2 It is expected that the reports will be discussed at an interview between the Cadet and the supervisor prior to it being sent to the Manager, Professional & Organisational Development Services (PODS).
- 6.3 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.
- 6.4 Workplace performance reports and academic progress are considered separately.

## **7 Summer Session**

- 7.1 It is expected that a Cadet will complete his/her studies during the Spring and Autumn Sessions, however, in certain cases a Cadet may wish to undertake studies in Summer Session.
- 7.2 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 Division. 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.
- 7.3 No additional educational allowance shall be paid for Summer Session. All other conditions surrounding academic progress apply.
- 7.4 The Cadet is not entitled to the normal study time allowance during the Summer Session and must apply for study time under the General Staff Study Time policy.
- 7.5 Cadets will not be permitted to study in the Summer Session if it is for the purpose of accelerating progress in their degree.

## **8 Annual Leave**

- 8.1 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 between the period November to February each year.
- 8.2 Annual Leave will not normally be approved when University is in session (lecture periods only).

## **9 Study Abroad**

- 9.1 A Cadet may wish to include a semester of overseas study during the Cadetship. The timing of this needs to be discussed with the Cadetship Coordinator.

- 9.2 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.
- 9.3 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 refer to the University's policy on International Staff Exchange for General Staff if considering this option.
- 9.4 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. 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.
- 9.5 Upon return from exchange, the Cadet will be expected to complete a report on the experience and forward this to the Manager, Professional & Organisational Development Services (PODS).

## **10 Application for Permanent Positions**

- 10.1 Management Cadets are not encouraged to apply for permanent positions until they are in the final year of their Cadetship, although, of course, they may apply for any position at any time if they choose to do so.
- 10.2 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 General Staff Study Time policy.

## **11 Appointment to Permanent Positions**

- 11.1 A Management Cadet may be appointed directly to a permanent position within the University. This will be dependent on Cadet performance, work placement reports and academic results.
- 11.2 Appointment is not automatic, and is at the discretion of the Vice-Principal (Administration).
- 11.3 The Vice-Principal (Administration) may decide this in advance of completion of the Cadetship and hold a position vacant until the Cadet is available to commence.
- 11.4 A decision would normally be taken in the final year of the Cadetship. The Vice-Principal (Administration) would not normally approve commencement in the position prior to the scheduled end of the Cadetship.
- 11.5 The Cadet will normally be required to take all accumulated annual leave prior to commencing in the new appointment.

## **12 Leaving the Cadetship or University**

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).

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.

Where a Cadet leaves the program early, the university reserves the right to call for the pro-rata repayment of educational allowance.

### 13 Version Control Table

<b>Version Control</b>	<b>Date Released</b>	<b>Approved By</b>	<b>Amendment</b>
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	2010 August	David Reynolds Organisational Development Consultant	Divisional name change