

Graduate Program Supervisor Fact Sheet

Managing graduates effectively: Your role & responsibilities

Supervisors of graduates have a range of responsibilities related specifically to the Graduate Program.

Supervisors will:

- provide challenging and meaningful work—identifying potential projects, tasks or other work in advance of the graduate's commencement
- provide effective coaching and support—allowing you sufficient time to meet set tasks and undertake all Graduate Program activities, including attending the required learning and development activities throughout the program
- deliver effective performance discussions—establish performance and behavioural expectations with you at the commencement of your rotation and develop a Graduate Performance and Development Plan within the first two weeks of your rotation
- engage closely through meetings and provide you with meaningful and constructive feedback
- understand the process, purpose and duration of the probationary period and the implications of you not attaining a satisfactory standard of conduct and work performance
- work with the People Strategy team if there are any concerns.

As a supervisor, it is expected that you will:

- allocate work that is meaningful, challenging and provides the opportunity to gain further skills
- recognise the importance of graduates learning administrative skills and the need to balance this work with other meaningful tasks
- explain your expectations, timeframes, why the graduate has been allocated certain tasks, how this work will contribute to the bigger picture
- arrange ongoing informal catch-ups to monitor, discuss, and record progress, and provide feedback. Deal with performance issues immediately and document accordingly
- facilitate participation in training that is relevant to the graduate's role, and separate to the Graduate Program
- ensure opportunities are available for the graduate to access a range of on-the-job learning experiences, such as attending stakeholder meetings
- be accessible and approachable. In the event you will be away for a period of time, arrange for a suitable individual the graduate can approach for assistance
- provide the graduate with the appropriate resources and information to enable them to complete the work allocated

- be aware that although graduates are employed under the APS4 classification, they should be allocated work that will help them obtain an APS 5/6 standard the year following the Graduate Program
- report on the progress of your graduate to relevant members of the People Strategy Section regularly and through completion of probation reports and Performance and Development Plans.

Graduate Rotations

The Graduate Program consists of two work placements, with each rotation approximately five months in duration.

Rotations provide the agency with a valuable opportunity to develop a talent pool with strong capabilities in critical areas whilst offering graduates a well-informed set of experiences.

Graduates have the unique opportunity to experience two different work areas across the agency. They will learn a range of skills and build strong and varied networks.

Rotation timetable for the 2021 program:

Rotation	Commencement	Conclusion
First Rotation	7 February 2022	8 July 2022
Second Rotation	11 July 2022	23 December 2022

Performance Management

As a graduate supervisor you should at all times be aware of the expected standards of conduct and work performance. Where you hold any concerns over a graduate's conduct or work performance, we ask that you discuss with the graduate immediately. You should provide examples of where the expected standards are/were not met and methods/ways the performance could improve. The graduate should be afforded the opportunity to correct any perceived performance issues prior to the completion of their rotation.

We ask that you keep relevant People Strategy Section members informed of any performance concerns.

Performance and Development Plan

Effective performance management through regular, ongoing and meaningful conversation helps identify key deliverables and performance expectations, which supports your work and achievement of business objectives.

The aim of a Performance and Development Plan is to:

- ensure graduates are clear about what is expected in terms of their business deliverables and observable workplace behaviours
- develop the performance of graduates and support them to use their strengths to achieve workplace goals
- assist you to engage in regular performance discussions throughout the graduate's rotation.

It is expected that graduates will achieve a rating of 'meets Expectations' at the completion of each rotation.

Graduates will complete a performance and Development Plan for their first and second rotations and then again for their final placement in 2023.

Further information about the Performance Management Framework, including a copy of the [Performance and Development Plan](#) can be found on the intranet.

Probation

- graduates are considered to be on probation for the duration of the Graduate Program (11-months)
- throughout the Graduate Program, your graduate's performance, attendance, attitude and adherence to the APS Values and Code of Conduct will need to be observed and recorded
- as a supervisor, you are required to assess the performance and conduct of the graduate, and complete a probation report and assessment as requested by People Strategy
- subject to successful completion of the probationary period and the Graduate Program, graduates may be advanced from an APS 4 Graduate to the higher classification of an APS 5
- in order to satisfactorily complete the Graduate Program, graduate's must:
 - actively participate in two workplace rotations
 - satisfactorily complete a probation period
 - successfully complete the APS GDP as outlined in the guidelines for the program
 - attend all learning and development requirements: ACMA e-Learning and APS GDP activities
 - achieve a 'Meets Expectations' performance rating in each workplace rotation.

Important to note:

- the probationary report will enable People Strategy to reach a sound decision with respect to the graduate's suitability for continued employment within the agency
- it is important that any performance issues that arise are dealt with immediately and documented accordingly. When completing and discussing the probation report with your graduate – nothing should be a surprise
- where a graduate does not meet the requirements of the Graduate Program, a graduate's employment may be terminated in line with section 29 of the *Public Service Act 1999*.

Capability development

The graduates participate in the Australian Public Service Commission Graduate Development Program (APSC GDP) which aims to develop graduate's skills, capabilities and experience to work effectively and contribute to a high-performing APS.

As part of the APSC GDP graduates will learn through a range of activities, including the development and execution of a work-based major project which is an integral deliverable of the program. The major project aims to prepare graduates to navigate as the APS future leaders, work beyond agency boundaries and lead innovation.

Graduates will attend APS GDP development workshops at intervals that feature self-directed learning and strategies so they can apply the knowledge on-the-job. The work-based major project and associated activities builds on resilience, teamwork, understanding of the challenges from working across agencies and other boundaries, how to structure work and stakeholder engagement.

The curriculum focusses on the necessary skills to be successful in the whole of the APS and has a strong focus on understanding the processes of government, working within legislative frameworks and situational awareness. These skills are largely missing in graduate learners on commencement of the program and are developed through continual exposure to situations where these skills are required.

Further specific training relating to a graduate's rotation work area may also be completed. In this instance, expenses are to be covered by the line area.

Further information on [learning and capability development](#) can be found on the intranet.

Major project (As part of the APSC GDP)

A major deliverable of the APS GDP is the development and execution of the work-based project.

The ACMA identifies a 'real life' project through the Executive Management Committee. It is intended as a formal application of graduates' learning in the program and to further their understanding of priority issues and working methods in the ACMA and in the wider APS.

The graduates work as a team to research, collate information and deliver a project report and present their findings to the Executive Management Committee in October.

The three assessable components of the project include the project plan, report and a short media clip.

The graduates will receive a project sponsor at the executive manager level and a project advisor for support.

Leave entitlements

Graduates accrue leave at the same rate as any other employee, and must apply for it in the same manner using ESS. As supervisor, these requests will go to you for approval.

As a supervisor, you can approve leave for the period of the graduate's current rotation with you, as well as for the period of their next rotation. This process enables graduates to plan ahead and make any necessary arrangements for their leave.

As a supervisor, if you approve leave that occurs in the next rotation, it is the graduate's responsibility to inform their new supervisor of any previously approved leave as soon as they have been advised of their next rotation.

Further information about [employee leave](#) can be found on the intranet.

Flex-time

The same flex time arrangements exist for the graduates as for other employees.

Graduates are able to transfer accrued flex time from one rotation to another. We ask that flex credits not exceed 10 hours or be in debit at the time rotation ends. If either situation exists, please advise relevant members of the People Strategy Section.

People Strategy Contacts

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