

Executive Summary of Training and Development Plan for Academic and Support Staff in Faculty of Mathematics and Natural Sciences, Universitas Indonesia

Staff development includes everything that is done to maintain and extend the knowledge and skills of staff so that they can contribute fully towards the achievement of vision and missions of the Faculty. Of particular importance for academic staffs are continuous development of teaching and research skills, and maintaining currency in the disciplines on which the Faculty's programs are based. All academic staff are expected to support developmental activities so that the benefits they bring to both the Faculty and individual staff members are maximized. Academic staff will be provided with opportunities for development based on equal employment opportunity, which are consistent with the mission and strategic plan of the Faculty and University with the following principles:

- All academic staff are expected to participate in staff development activities aimed at improving the Faculty's academic excellence and the effectiveness of its operations.
- Access to appropriate staff development should in principle be available to all staff.
- Staff development should draw on the skills and knowledge of staff as much as possible.

Faculty-supported initiatives to develop academic staff skills and effectiveness include:

- professional development and training activities;
- the Unit Evaluation Program offered each semester;
- support to attend conferences;
- support to attend professional development programs and seminars offered by external bodies;
- Faculty professional development activities, such as conferences, seminars, presentations and workshops;
- encouragement for staff to join and participate actively in professional associations relevant to their specific discipline;
- enabling staff to utilise Professional Pursuits Accounts to undertake externally offered professional development and training, and to attend conferences and other scholarly activities.

To this end, the objectives of the Academic Staff Development Policy and the Faculty's academic staff development programs are to:

- allow and facilitate academic staff to take responsibility for their ongoing professional career;
- link academic staff development and training with the Vision, Mission and Strategic Plan of the Faculty;
- develop the skills of staff so that they carry out their current and prospective roles more efficiently and effectively and gain greater job satisfaction for stakeholders;
- provide activities which further the professional and career development needs of staff identified through the Planning Program;

- develop leadership skills;
- maintain and improve organisational effectiveness and efficiency;
- improve and develop the ability of staff to respond constructively to change;
- develop a culture, which recognises that academic staff development is a continuous process, which requires commitment to improve performance by individual staff members.

Evaluation of Academic Staff Competency: The competencies of academic staff members are measured based on four main criterias: education level, teaching skills, research skills, and community engagement activities. In order to develop teaching abilities, particularly concerning cognitive skills, all academic staffs are obligated to take an Introductory Teaching Course (Pekerti), Applied Approach Course (AA), and the Evaluation of Learning Outcomes, as well as arranging Course Evaluation (evaluation of learning outcomes/self assessment) which are provided by the University. In addition, to identify and evaluate the level of academic staff competency (ability), all academic staff members are encouraged to take a National Lectureship Certification (SERDOS); a national peer-reviewed program to acknowledge the professionalism of academic staff. Research skill is evaluated based on the average publication number in national and international journals.

These competencies are used to design learning programs for courses allocated for each academic staff member. It consists of a Course Planning Handbook (BRP) and a Teaching Supplement. BRP should provide course information on ELOs, syllabus, learning methods, assessment methods and schedules for student. Whereas teaching materials and grading are composed and developed together with peer groups as teaching supplement.

Beside the academic/teaching training (such as Pekerti and AA training), the Faculty provides additional in-house academic seminars (called Seminar Series) for the staff. Some staff also have taken voluntary academic workshops related to the research output or their association group activities. In addition, the Faculty also provides several training related to academic and research empowerment. Other general training, which are usually related to teaching, or regulations regarding the implementation in teaching, research and community engagements (Tri Dharma), are generally provided and managed directly by Universitas Indonesia.

In a university level, incentives and remuneration systems are given for each semester based on each academic staff's workload and performance for all their duties, which are reported through an employee information system. Performance of lecturers are regularly reviewed through EDOM and Full Time Equivalent (FTE)/EWMP. Since 2017, Universitas Indonesia has provided an incentive for research and community engagement work that is separate from teaching FTE itself, and it is rewarded in the middle and end of the year. For this reason, UI encourages every academic staff member to gain at least 4 FTE per year.

In addition to the salary system, incentives for academic staff is also given through several grants provided by the university (<http://research.ui.ac.id>). Examples of grants that can be applied for academic staff are as follow:

- i. Community Engagement Grant, which is given for funding lecturers and team who conduct a public service program;

- ii. Research Grant, which is given for funding lecturers who conduct research applied in society;
- iii. Publication Grant, which is given to lecturers or researchers who are going to publish national or international books;
- iv. Incentive through remuneration system (publication in a Scopus-indexed international journal and a copyright/patent);
- v. Travel grant, which is provided for lecturers who give presentation and publish their research paper in international conferences (Scopus-indexed Conferences);
- vi. Prize, provided for lecturers who have been selected as best lecturer at The University/National level.

The competences of support staff are important to ensure that their competencies remain relevant in implementing the services so that can satisfy the stakeholders' needs. The detail data of the support staff including the job description are documented at the faculty level. While the administrative report concerning the evaluation annually is submitted to the Faculty. The assessment of support staff works performance is documented in data sheet (SKP) signed by the Head of Department and Dean. Support staff competences can be seen and evaluated based on their educational background and experiences. The faculty is responsible for providing training and development activities for the supporting staff by providing relevant training and giving an opportunity for the support staff to continue their next educational level.

Rewards for Supporting Staff: the university's level of staffing and remuneration system is a performance-based system. In addition, the department and faculty provide an award to supporting staff members who demonstrate good performance. Furthermore, based on performance record, annually Universitas Indonesia select best supporting staffs that cover: academic administration, financial manager, laboratory technician, and librarian. The process starts when the university invites each department/faculty to submit names of candidates for any categories. The directorate of human resources Universitas Indonesia will review all candidates, select and reward them, accordingly. The mechanism of staff evaluation for both PNS and PUI is based on several criterias related to work experience such as skill, competency, and integrity. The call for candidate and results are announced on-line through the university website.