Staff Development Policy

1   Aim

1.1   The University encourages all staff to make a full contribution to the success of the University both in their current and future roles. To assist staff, the University will provide development opportunities so that staff may gain new knowledge, develop new skills and build on their experience.

2   Scope

2.1   The policy applies to all staff at the University, full and part time, permanent and temporary. Staff development includes any learning activity, undertaken by staff, either as an individual or in a group; whether on site or off-site; whether through direct training, facilitated workshops and away days or through self-directed reflective activities.

3   Procedures

a) Identifying Need

Each individual member of staff, through the appraisal process, and other feedback processes (e.g. feedback from students, service users etc…) should seek to identify gaps in their knowledge, experience or competency which affects their ability to perform at a high standard in their job. They should also identify development needs in relation to their current role and how this may change, as well as in relation to future career aspirations and opportunities.

During the appraisal, or other mid-year appraisal/review, the individual and appraiser should identify appropriate development options which meets the identified needs. The individual manager is also responsible for identifying individual and group development needs in the context of team objectives.

The Dean/Director, as well as fulfilling their line manager role, will need to incorporate staff development requirements as they support both current and future organisational needs, into the overall School/Service plan framework. This information is passed to Staff Development for advice on provision or inclusion in the central programme published annually in April. Each School and Service's Staff Development Manager will provide advice to support the development activity for teams and individuals including coaching and mentoring, away day facilitation and bespoke programmes.

Deans/Directors are also responsible for identifying international and national changes in legislation, policy and procedure which creates staff development needs across the University or across Schools/Services.

b) Identifying Provision

Staff development covers a wide range of tools and interventions. Staff development includes:

- Formal course provision within or external to the University
- Formal qualification routes
- One day or part day briefings
- Mentoring and coaching
- Self-directed learning, reading, DVD, web resources
- Shadowing and temporary placements
- On-the-job training

Staff Development will provide an in-house programme of courses and development opportunities which meet institutional and area needs where these are best met through a central programme. These will be regularly advertised and open to all staff. These will be held at a variety of times suitable to the target audience and to improve accessibility. Where the target audience operates on a shift basis course provision will reflect this. Staff on approved course development activities will receive pay and time off to participate with the exception of part time hourly paid staff who are not subject to appraisal requirements. Where such staff are required to attend any development programme they are paid at the hourly teaching rate not the full rate which includes preparation and assessment time.

Schools and Services are responsible for providing and funding staff development which is specific to their area; where the activities of special interest and benefit to one person or a small number; and, for approving sabbatical leave. Access to programmes will be in accordance with School/Service Plans and individual appraisal outcomes.

Where staff study University courses for personal development not related to their current or future roles they are entitled to a 10% discount. To qualify the period of employment must extend for the length of the course.

4. Evaluation

4.1   Every event in the central programme is evaluated by participants to ensure that original objectives have been achieved. The entire in-house programme is evaluated annually to ensure that training and development activities are of appropriate quality and provide an effective use of resources. Schools and Services are responsible for establishing review mechanisms in their own areas to ensure development is matched to the objectives of School/Service plans.

4.2   Line managers should review development needs following training and other interventions to ensure that learning is integrated into working practice and the individual development plan for the employee is updated.