

University Policy Statement on Staff Development

1. Statement of Intent on Staff Development and Training

- 1.1 The University recognises that the members of its staff are its most valuable resource and that their competence, commitment and capacity to change are fundamental to the successful achievement of its current and future goals. It therefore acknowledges that it has a responsibility, in partnership with individual members, to encourage and support personal development and training.
- 1.2 Staff development is defined as institutional policies, procedures and practices designed to develop the knowledge, skills and aptitudes of staff and by so doing to improve the effectiveness of the individual and the institution.
- 1.3 Staff development is viewed as having two major functions:
- i) to enhance the ability of staff to make an effective contribution to the achievement of School or Directorate and University goals;
 - ii) to enable all staff to identify and whenever possible to achieve agreed individual work and career goals.

2. Scope of Staff Development and Training

- 2.1 The University seeks to establish the means by which all staff might identify and fulfil their training needs. It recognises that the efficient and effective functioning of the institution depends to a significant extent on its support and provision of staff development activities for all staff at all levels.
- 2.2 The University will seek, through identified budgets, to encourage and support staff to undertake courses and programmes which are relevant to their individual work and career needs and those of the University's strategic goals. These include:
- i) continuing academic and professional development;
 - ii) development/training in areas related to the strategic and organisational needs of the University;
 - iii) management training for staff holding positions of managerial responsibility;

- iv) training activities designed to help staff to work effectively in the context of current and future changes.
- 2.3 In particular, the University recognises that it has a responsibility to respond to those needs identified and agreed through the Staff Development Review Scheme and to encourage the agreement of general and individual development plans for staff arising from such reviews.
- 2.4 Staff development programmes will seek to expand the range of skills and knowledge available to staff to help them succeed in their increasingly complex and demanding roles. Typically, programmes will include inter alia:
- i) The potential of communication and information technology in teaching and learning.
 - ii) Management development skills.
 - iii) Enhancement of good practice in teaching and learning including assessment.
 - iv) Developing skills to support students.
 - v) Widening participation.
 - vi) Support for research and enterprise activities.
 - vii) Programmes specifically aimed at administrative, technical, secretarial and support staff development.
 - viii) Equal Opportunities and Disability awareness.
 - ix) Career skills development opportunities.
 - x) The opportunity for academic staff to gain recognition of teaching skills through accredited courses and continuing professional development activities.
- 2.6 The University appreciates that a larger cross-section of staff (including postgraduate students) than those traditionally classed as 'academic' are actively involved in student teaching and learning and as such should have access to appropriate training programmes.
- 2.7 The University is committed to staff training and development opportunities being available to part-time and staff on fixed term contracts and will undertake to make provision for this in training programmes.

3. Responsibility for Staff Development and Training

- 3.1 Staff development is most effective when the individual assumes responsibility for initiating his/her own development. However, staff development is also seen as a direct line management responsibility of each Head of School or Directorate. This includes the provision of reasonable time and resources.
- 3.2 All Heads of School or Directorate have a managerial responsibility to assist their staff to develop their performance and effectiveness. The development of individual potential and career advancement is inevitably linked with the aims and objectives of the School or Directorate. Staff development activities at School/Office level should be actively encouraged and supported. These may take the form of courses, peer discussion, School workshops, conferences, self learning, training by other staff, technical skills updating, rotation of duties, secondments, inter-institutional collaboration, portfolio development etc. All requests by staff for participation in centralised or external staff development activities should be carefully considered,

and where these are deemed appropriate for individual and institutional development, support should be given.

- 3.3 In each Session, Heads of School or Directorate will be responsible for identifying within their School/Directorate consumable budgets a minimum level of expenditure to be devoted to staff training.

4. Facilities for Staff Development and Training

- 4.1 The University offers facilities for staff development through its Centre for Quality Support and Development.
- 4.2 The University's Centre for Quality Support and Development will ensure provision of:
- an annual, and annually reviewed, programme of short courses, seminars and other activities;
 - widespread dissemination of information on training and development opportunities and events;
 - appropriate induction and development programmes for newly appointed members of staff, tailored to the agreed needs of individuals and to such contractual requirements as are laid down by the University;
 - advice and guidance on other training provision;
 - a loan service for training resources through CQSD holdings;
 - a consultancy service for Schools or Directorates working to organise their own specific training and development programmes.
- 4.3 Where relevant training is not available within the University, staff will be encouraged to undertake agreed training provided externally.
- 4.4 The University, through its Schools and Directorates, will support attendance on relevant training/development programmes by reimbursing approved fees and other agreed costs incurred by staff undertaking work-related training and development.

5. Monitoring and Evaluation of Staff Development and Training

- 5.1 The Staffing Committee is responsible for the implementation of the University's staff training and development policy and for monitoring the University's staff training and development programme.
- 5.2 The Committee receives reports twice yearly from the Director of the Centre for Staff Training and Development.
- 5.3 The Centre for Quality Support and Development carries out regular evaluation of courses provided by the Centre.

- 5.4 All staff training and development activities are recorded on an individual and School or Directorate basis.
- 5.5 Benefits accruing to an individual's performance from development and training activities will be taken into account in annual review and promotion procedures and given appropriate weighting.

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