

# **Staff Development Policy and Procedures**

## **1. Introduction**

The purpose of staff development is to contribute to the achievement of the University College's corporate objectives by enabling all staff to achieve their potential as employees.

The aims of this policy are to set out the University College's commitment to staff development which enables staff to enhance their performance and effectiveness in line with corporate objectives; to ensure that there are clear links between the annual Staff Development Plan and the appraisal process; to set out a framework for dealing with matters of funding, resources and authorisation, prioritization and identification of staff development needs; and to specify the responsibilities of managers and staff in the management of staff development.

## **2. Scope**

This policy applies to all staff irrespective of staff group, grade and seniority level, working pattern or contractual status. Implementation of this policy will pay due regard to the University College's commitment to equality of opportunity as set out in the relevant equality policies. This policy does not apply to Doctoral level support, this is covered in the Doctoral Support Policy and Procedures.

## **3. Definition**

Staff development includes any measure which contributes to the enhancement of knowledge, skills, competencies and working practices and which contributes to the development of individuals to help achieve the College's objectives

This can include, amongst other activities, mentoring, individual learning, job-shadowing, exchanges including cross-institutional exchange and conferences, in addition to research and course based learning.

Priority will be given to staff development activities which support the College's corporate objectives and targets. This will include helping employees to improve existing knowledge and skills or acquire new knowledge and skills which are required for the performance of their duties

## **4. Responsibilities**

Staff development is the responsibility of all staff in Stranmillis University College.

#### 4.1 Senior Management

Senior Management have responsibility for:

- promoting a climate in which staff development is recognised as an imperative to meet the future plans of the University College;
- identifying College-wide development needs which are linked to the corporate objectives and developing an annual Staff Development Plan which is linked to the outcomes of the annual appraisal process;
- approval of staff development requests;
- monitoring and control of the Staff Development budget.

#### 4.2 Human Resources

Human Resources staff have responsibility for:

- retaining Staff Development Request forms;
- making staff aware of internal and any relevant external staff development opportunities;
- providing advice and guidance on the application of the policy;
- generating statistical reports relating to staff development activity;
- ensuring individual staff development records are kept up to date.

#### 4.3 Line Managers

Line managers have responsibility for:

- taking an active part in helping staff identify their development needs through the appraisal process;
- making staff aware of appropriate development opportunities;
- assessing staff development applications made by members of their team and whether they can be supported on the basis that they are aligned to the University College corporate objectives or are mandatory;
- ensuring staff attend any mandatory training activities;
- assessing the effectiveness and performance enhancement resulting from staff development activities undertaken by team members;
- following the staff development event: facilitating the dissemination of the new learning in the workplace, as appropriate, either through the individual or in the context of a team learning event;
- ensuring equality of opportunity for team members in access to staff development opportunities;
- ensuring the necessary procedures are followed.

#### 4.4 Individuals

Individuals have responsibility for:

- identifying their development needs in consultation with their manager/appraiser as part of the appraisal process;
- engaging in a process of continual learning as appropriate to the requirements of their role;
- proactively seeking out appropriate activities and opportunities to meet needs identified;
- applying new knowledge and skills learned through development activities to own role and area;
- sharing with colleagues/team and disseminating his/her knowledge gained through participating in development activities;
- behaving appropriately at any learning event and filling in an evaluation form on completion (Appendix 4) that will be subsequently forwarded to their line manager and the Human Resources Department.

### 5. Identification of Development Needs

The University College will adopt a structured approach to identifying the development needs of individuals and particular staff groups. A Staff Development Plan will be developed by Senior Management on an annual basis and will be informed by development needs which have been identified in any of the following ways:

#### 5.1 Induction

Development needs may be identified through an initial discussion as part of induction to Stranmillis University College or an individual's new role

#### 5.2 Staff Appraisal Scheme

Either party in the appraisal process, the appraisee or the appraiser, may suggest useful forms of development. Since both are signatories to the appraisal form the particular developmental need identified has their combined backing. Appraisal documentation will be reviewed by the Countersigning Officer and a summary of total University College needs will inform the annual staff development planning cycle.

#### 5.3 Line Manager/Departmental Plan

Line managers may suggest types of development to members of their team where opportunities are identified subsequent to the appraisal process where such development is likely to enhance the work of that area and is linked to corporate objectives, or where needs arise as a result of any changes to the work of the role holder or team.

#### 5.4 Policy Introduction and Updates & Mandatory Requirements

Consideration of the staff development implications of the introduction of

new policies and procedures, updating of policies or where mandatory training or refresher training is required for the role.

## **5.5 Teams/Committees**

Through any bodies, teams, committees, working parties etc. set up within the University College or any relevant surveys gathering information from staff. This may be as part of the brief of the body concerned or arise incidentally. This may include staff development needs identified by the Stranmillis Union Forum. Any recommendations arising must be approved by Senior Management and be in line with corporate objectives.

## **5.6 Formal Procedures**

Staff development needs may be identified through formal or informal proceedings under the Capability procedures, Disciplinary procedures or Dignity at Work procedures. Individual training needs or collective training needs may arise through application of such procedures.

## **6. Procedures for Staff Development Requests, Approval, Booking, Reimbursement and Attendance**

### **6.1. Requesting Staff Development**

#### **6.1.1 Internal Events**

Bookings for internal events such as seminars, briefings or training sessions should be made directly through ESS or as otherwise as advised. Permission for attendance should be agreed with the line manager in advance.

#### **6.1.2 External Events**

With the exception of internal development events, all requests for staff development must be received on a Staff Development Form whether or not there are applicable course fees or travel costs. Full supporting documentation must be attached. Full costs must be included on this form and if the request is successful, only these costs will be paid. Any additional costs will have to be met by the individual. Staff are required to select local venues wherever possible. Staff are requested to travel by the cheapest methods wherever possible. Travel and subsistence will be paid in accordance with the Travel and Subsistence Policy.

Requests by email or verbal requests will not be accepted as formal requests.

### **6.2 Approval Process**

The process for requests approval and bookings is set out in the flow chart in Appendix 2.

- 6.2.1 The request for staff development will require approval from the line manager in the first instance. Line managers must ensure that the request is in line with the Staff Development Plan and corporate objectives.
- 6.2.2 All requests will require approval from Senior Management, who will consider the request in the context of the Staff Development Plan and cooperate objectives and will prioritize requests having given consideration to the Staff Development budget.
- 6.2.3 If a request for development is not approved the reasons will be set out in writing on the approval form.

### **6.3 Categorization of Staff Development Requests**

It is the responsibility of the staff member and line manager to ensure that the relevant categories in to which the request falls are recorded on the Staff Development Request form. The categories are set out in Appendix 3. The categories will be used for prioritizing requests, budgeting and statistical reporting.

### **6.4 Approval and Funding for Accredited Courses and Professional Qualifications**

- 6.4.1 Funding offered to individual staff for accredited courses and professional qualifications will normally, if budgets permit, be supported on a 100% basis or those on proportional contracts on a pro rata basis. 50% of fees will be reimbursed to the individual upfront and 50% will be payable on successful completion of the course/part of course for which the individual has applied for funding.
- 6.4.2 Funding for a course will only be agreed on an annual basis, each year of study must be applied for separately. The University College will review its level of support on an annual basis as part of its annual planning and budget setting exercise. Funding for a subsequent year of a course will depend on an acceptable level of progress.
- 6.4.3 Reimbursement of Funding for Accredited Courses and Professional Qualifications

Financial support must be reimbursed to the University College in the following circumstances:

- a) Where the individual resigns from the University College's employment and ceases to be an employee;

- b) If the University College gives notice to the individual as a result of the application of an employment procedure (excluding redundancy);
- c) Where the individual withdraws from the study although consideration will be given to extenuating circumstances on the basis of evidence provided.

6.4.4 In the circumstances outlined above the individual must reimburse the University College as follows:

<b>Time Period</b>	<b>Amount to be reimbursed:</b>
Up to 1 calendar years after approval date of most recent application	100% of total financial support provided by College for study
From 1 to 2 calendar years after approval date of most recent application	75% of total financial support provided by College for study
From 2 to 3 calendar years after approval date of most recent application	50 % of total financial support provided by College for study

6.4.5 The sum will be deducted from the individual's final salary payment. If this sum is not sufficient a repayment scheme will be agreed between the individual and the University College.

6.4.6 Reimbursement will not include salary paid in respect of time spent at courses of study for accredited or professional qualifications

6.4.7 Staff will be required to sign an agreement to indicate that they agree to the terms of provision of funding for accredited courses and professional qualifications as set out above. (Appendix 4)

#### **6.4.7 Day Release/Part Day Release**

Staff are discouraged from pursuing a course involving full or part day-release from duties. However, where no other provider can be sourced or this is the most suitable course, release will be given consideration. Where paid release to undertake a course of study is facilitated, the release dates will be agreed and the individual must be in attendance at scheduled classes having been released from duties.

#### **6.4.8 Examination Leave**

Staff who are sitting examinations following completion of a course that has been funded are entitled to take one day's paid leave for each day they sit an examination. All examination leave is granted in addition to annual leave entitlement, but must be agreed by the line manager and a recorded on Employee/Manager Self Service.

#### **6.4.9 Payment of Professional Fees and Costs of Resources**

The College will not pay any membership fees for professional associations or pay for any books or other resources required for a course.

### **7. Monitoring and Evaluation of Staff Development Activity**

- 7.1 All staff development activities within the University College must be evaluated to ensure that the provision constitutes an effective use of resources. The evaluation of staff development activities involves both participants and their line managers assessing the extent of transfer of learning to working practice.
- 7.2 As part of ensuring appropriate support, and maximising the learning from staff development activities, managers should take an active part in debriefing staff after engaging in development activity. It is recommended that the line manager has a conversation to discuss whether the development needs have been met; the skill(s)/knowledge/experience/qualification gained from the development and how this can be applied in the job; any help or support needed to apply the new learning in the job; how information will be disseminated to others as appropriate.
- 7.3 Staff will be required to complete an evaluation form (Appendix 5) 3 months after the activity is completed, normally issued via ESS, which will be forwarded to the line manager for comment and retained by the HR Department.
- 7.4 Employees and line managers will be required to discuss the impact of any approved staff development activity during the appraisal process.
- 7.5 Human Resources staff will review staff development evaluation forms and provide a report to the Senior Management team.

### **8. Record keeping**

Information relating to the participation of staff in development activities will be stored on the HR database and personnel files in accordance with Data Protection guidelines.

Should staff wish to review their staff development record they are encouraged to access their own records of their participation in development activities through ESS.

### **9. Links to Other University College Policies**

There are a number of related policies and procedures. These include:

- Doctoral Support Policy
- Appraisal Policy for Support Staff
- Appraisal Scheme for Academic and Research Staff
- Travel and Subsistence Policy
- Induction Policy ( under development)

## **10. Policy Review**

This policy will be periodically reviewed in consultation with the University College's recognised trade unions.

Approved by Governing Body: 09 June 2015

Review Date: June 2017

For distribution to:

All Staff



**Appendix 1:**

<input type="checkbox"/> PAMS
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<b>Staff Development</b>
To be completed and discussed with Line Manager

Name		Job Title	
Staff Number		Email	

Title of Activity	
Provider	
Venue	
Date(s)	
Number of Working Hours	

Cost of Activity	Amount	Details
Course Fee	£	
Travel and Subsistence cost	£	
Accommodation cost	£	
Other costs	£	
<b>Total Cost</b>	<b>£</b>	

<b>Type of Activity</b>
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- Internal Event: College Policy/Skills Updating
- External Event: CPD short course/Seminar/Conference Attending
- Conference Presenting
- Exam Only
- Accredited Course/Degree/Professional Qualification

Mandatory/Statutory Training		Yes	No	
If yes, is renewal required?		Yes	No	
Renewal Date				

<b>To which one of the following University College agreed event category areas is the activity aligned?</b>
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- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Curriculum Development</li> <li><input type="checkbox"/> Academic Procedures &amp; Assessment</li> <li><input type="checkbox"/> Finance</li> <li><input type="checkbox"/> Governance</li> <li><input type="checkbox"/> Health and Safety</li> <li><input type="checkbox"/> Human Resources &amp; Equality</li> <li><input type="checkbox"/> IT</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Leadership and Management Development</li> <li><input type="checkbox"/> Research</li> <li><input type="checkbox"/> Widening Participation, Student Support &amp; Student Employability</li> <li><input type="checkbox"/> Marketing &amp; Student Recruitment</li> <li><input type="checkbox"/> Library and Technology supported Learning</li> </ul> |
|---|---|

Please describe the anticipated benefits and outcomes for:	
The University College	
The team of staff in which you work	
Your role within the University College	

Intended procedure for sharing information with colleagues e.g. Email summary, briefing at meetings, etc.

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**To be completed by Line Manager**

**How has this development need been identified? Please tick one of the following:**

- Induction
- Staff Appraisal Scheme
- Line Manager/Departmental Plan (other than those arising from appraisal)
- Policy Introduction and Updates & Mandatory Requirements
- Recommendation from formal or informal College proceedings
- Recommendations from committees/reports

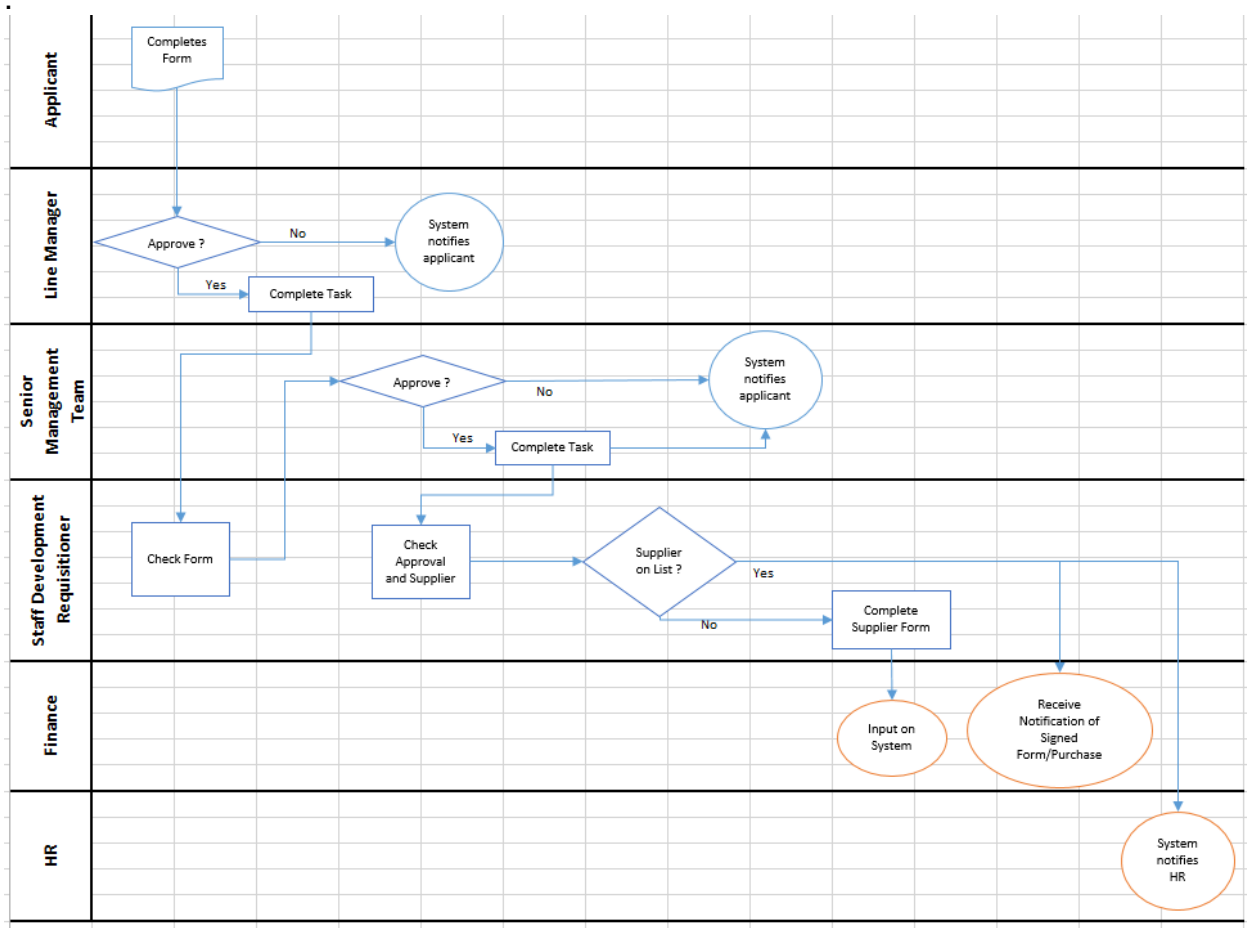
Line Manager Approval		Yes		No	
Signature		Date			
Reason(s) for non-approval					

Senior Management Approval		Yes		No	
Signature		Date			
Reason(s) for non-approval					

Requisitioner Processed		Yes		No	
Signature		Date			

## Appendix 2

### Flowchart for Staff Development Requests and Approval



## Appendix 3

### Staff Development Categorisation

<b>Event Category</b>	<b>Note:</b>
Curriculum Development	e.g. updating in teaching subject area
Academic Procedures & Assessment	e.g use of QGIS/Turnitin Academic advisement
Finance	
Governance	
Health and Safety	
Human Resources & Equality	
IT	
Leadership and Management Development	
Research	
Widening Participation, Student Support & Student Employability	
Marketing, Student Recruitment	
Library and Technology supported Learning	

<b>Event Type</b>	<b>Note:</b>
Internal Event: College Policy/Skills Updating	e.g. Any staff development activity which is organised internally with the exception of events which fall in to mandatory training category Appraiser training, Procurement training, Dignity at Work training
External Event: C.P.D short courses/ Seminar/Conference Attending	
Conference Presenting	
Exam Only	Release to attend/ fee for examination
<sup>1</sup> PhD/ Doctoral	All doctoral study
<sup>2</sup> Accredited Course/Degree/ Professional Qualification	e.g. Accountancy qualifications, Masters Degree, Project Management accredited course, I.T qualification

<sup>1</sup> Staff development activities in this category will be subject to the terms set out in the Doctoral Support Policy

<sup>2</sup> Staff development activities in this category will be subject to the terms set out in section

Appendix 4

**STAFF DEVELOPMENT FUNDING AGREEMENT**

An award of financial support for your study is subject to the terms set out in the Staff Development Policy and Procedures and agreement to the following:

1. The University College's sponsorship will be acknowledged in writing in all related publications or presentations of any associated research linked to the work undertaken as part of the thesis/dissertation.
2. In the circumstances outlined in section of Staff Development Policy and Procedures, financial support must be reimbursed to the University College. The amount repayable will be in accordance with section of the Policy. The sum will be deducted from your final salary payment. If this sum is not sufficient a repayment scheme will be agreed between you and the University College. If you remain an employee of the College, payments will be deducted over a number of salary payments agreed between you and the College, over a period of no longer than 24 months.

I agree that the award of financial support from the College will be conditional upon the terms set out above and agree to the deduction of wages as set out in Section 4 of the Staff Development Policy and Procedures

Name (in capitals): \_\_\_\_\_

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Please note that fees will not be paid/reimbursed by the University College unless a signed copy of this agreement has been received by the HR Department.

Appendix 5:

Staff Development Evaluation Form

**Staff Development Evaluation Form  
(ESS users to complete electronically via ESS )**

Name		Job Title	
Staff Number		Email	
Title of Activity			

**What changes to your knowledge, skills or attitudes have resulted from the staff development activity?**

**Please provide specific example demonstrating how you have put changes into effect in your role**

**Please provide specific examples as to how you have disseminated learning to colleagues**

**Did the development activity meet the objectives identified on your staff development application? If not what further support do you need?**

**Have you any related future development needs?**

