



Staff Development Policy

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STAFF DEVELOPMENT POLICY STATEMENT

TSMR is committed to creating an environment that encourages development for all members of its community. The corporate plan states that TSMR's approach to the experience of its students and staff is characterised by:

“Recognising that TSMR is very much in the business of supporting aspirations and nurturing talent. TSMR is therefore committed to attracting and retaining the best possible mix and highest calibre of students and staff; to enabling them to give their best in an enjoyable, stimulating and appropriately challenging environment; to taking a long-term view of their individual development; and to have high expectations of their contribution.”

As an academic establishment, striving toward excellence in learning and teaching, research and the provision of high quality professional and support services, TSMR wishes to ensure that opportunities are available to all staff to learn and develop within their current role and in preparation for their future career development.

TSMR recognises that the development of rounded individuals with a broad range of skills and interests brings both individual and organisational benefits and is, therefore, fully committed to providing opportunities for staff to enable them to reach their full potential in their role and supporting career development and progression.

The purpose of staff learning and development is to enable staff, individually and collectively, to enhance their knowledge, expertise and skills in order to enable them to fulfil their job role effectively and support progression. We encourage staff to self-reflect and identify their own development requirements and aspirations as well as being supported in this process by their manager.

TSMR recognises that staff development in its broadest sense includes on the job learning, specific training in order to carry out the role, new projects and challenges, knowledge sharing with colleagues, job shadowing, secondment, mentoring, coaching, research and study, as well as participation in conferences, seminars, courses, professional qualifications and training events. At the heart of TSMR's commitment to staff development is the acknowledgement of the vital role that good leaders and managers play in enabling staff to continue to develop professionally and personally. Consequently TSMR will support its senior leaders and managers with targeted development programmes now and in the future.

The policy seeks to encompass the whole staff community, while recognising that scholarly activity in pursuit of academic excellence is the responsibility of each academic, supported and guided by their Dean. Equally, development activity in pursuit of professional excellence is the responsibility of individual managers, supported and guided by their Head.



ORGANISATIONAL COMMITMENT

In accordance with TSMR's Equality and Diversity Policy there is a commitment to providing equality of opportunity by ensuring that learning and development opportunities are available to staff regardless of disability, gender or sexual identity, marital status, family or caring responsibilities, race, colour, ethnic origin, sexual orientation, age, national origins, nationality, trade union membership and activity, political and religious beliefs, work or study pattern or contractual status.

All staff can expect to:

- be welcomed into an evolving and dynamic community where talent, strengths and good ideas will be respected;
- be given the opportunity to attend a local induction and to understand FE/HE community, ways of working and current job requirements;
- take part in the Staff Development and Review scheme (SDR), with a view to supporting development, facilitating the improvement of performance to meet agreed objectives and achieving career aspirations;
- build on or develop the knowledge, ability and skills required to carry out the role for which they have been employed, taking into account reasonable adjustments which may need to be made based on individual need, context and circumstances;
- be treated as individuals and be provided with the level of support/development which is required for them to develop the skills to do their job effectively;
- have the opportunity to extend their learning to equip themselves to meet changing needs, irrespective of their present grades or roles and career pathways;
- be able to progress through learning and development activities or have the opportunity to prepare themselves for their own potential career progression through learning and development activities.

TSMR will promote the sharing of information and will provide opportunities, facilities and resources, including the waiver of tuition fees for its own taught courses and reciprocal arrangements with local providers, as defined in the Policy on Staff Studying for Qualifications.

GUIDANCE ON IMPLEMENTING THE POLICY STATEMENT & COMMITMENT

1 ROLES & RESPONSIBILITIES


1.1 Staff Development Group:

- Oversees the staff development policy and associated strategies for the University of TSMR in the light of the corporate strategic plan;
- Reviews annual plans/priorities for staff development with departments within TSMR
- Stimulates and disseminates best practice in relation to staff development activity to departments within TSMR

- Receives annual evaluation reports on staff development activity from departments within TSMR
- Receives reports and advice on central provision of staff development activity from relevant units (e.g. Information Services, Registry, Health and Safety and Personnel);
- Monitors progress in relation to staff development activity derived from TSMR's staffing strategy.

1.2 Senior Managers

- a) Ensure that sectional staff development plans and practices are based on this policy and reflect the commitments made;
- b) Produce a local annual staff development plan based on TSMR and strategies and priorities and taking into account individual needs;
- c) Allocate resources and create an appropriate environment to meet the above identified development needs ensuring that there is fair allocation of resources across all grades and types of staff;
- d) Discuss development activities with staff and make decisions about which development activities will be agreed ensuring a strategic, systematic, consistent and fair approach;
- e) Follow the policy and guidance on Support for Staff Studying for Qualifications to ensure consistency of treatment of staff in relation to Tuition Fee Waiver and allocation of resources;
- f) Ensure the provision of appropriate induction programmes for staff new to TSMR, those taking on increased or different responsibilities, returning after a long absence or changing job role;
- g) Personally conduct, or identify suitable appropriate trained reviewers to conduct annual Staff Development and Review meetings with all staff
- h) Use other suitable mechanisms including observation, feedback, individual meetings and any other appropriate methods to identify the personal and professional learning and development needs and interests of staff
- i) Encourage individuals to develop their knowledge, skills and abilities, to enrich their roles, to find new or improved ways of delivering, or supporting the delivery of, teaching and learning, participation in social and economic engagement activities conduct of research and professional support services;
- i) Ensure that realistic objectives are established with a member of staff for any development activity undertaken agreeing the purpose of the activity and the



outcome expected and that evaluation of the impacts of development activity is undertaken and linked to departmental strategy

j) Provide an annual evaluation report to SDG of staff development activity describing the extent to which it has helped to meet TSMR plans and priorities and an analysis of the costs, impacts and benefits of overall staff development activity for the year;

k) Encourage and provide appropriate guidance and support to staff to maintain a record of their learning and development that is regularly reviewed and updated to reflect both on and off job training and development activities and their impact on individual and departmental performance

l) Where any part of the responsibility for learning and development is delegated to their staff with managerial or supervisory responsibility, ensure that this policy and commitment is adhered to, including provision of appropriate training.

1.3 All Staff

Individuals have a responsibility for their own learning and development and are expected to:

a) Attend a Staff Development and Review meeting annually or, where appropriate, at 2-year intervals as agreed with their manager.

b) Work with their manager and, where this is not one and the same, their SDR Reviewer to identify and review their training/learning and development needs;


c) Participate in staff development activities that are designed to enable the university to meet its commitments and legal responsibilities such as equality and diversity, health and safety, and development relating to leadership and management activities where appropriate

d) Identify their own development needs on an ongoing basis by means of self-reflection and feedback from their manager, students (if appropriate) peers and other staff, and discuss the most suitable methods of addressing these needs through the SDR process

e) Ensure that they are aware of the range of development opportunities available within TSMR

f) Keep a record of learning and development activity undertaken throughout the year, providing a copy to the appropriate departmental individual to enable planning and recording of all staff development activity.

g) Maintain CPD records for membership of professional bodies, as appropriate;


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- h) Enhance their professional status through continuing professional development and acquisition of relevant qualifications, as appropriate;
 - i) prior to undertaking any training or learning activity, discuss with their manager or supervisor the expected outcomes and desired impact;
 - j) Attend development events onto which they are booked, and withdraw only in exceptional circumstances, and with their manager or supervisor's agreement;
 - k) Actively seek out the opportunity to practice or use newly acquired skills and experience and to share knowledge gained from attending training with colleagues;
 - l) Participate in evaluation activities, providing feedback to the manager and, where appropriate, the provider, on how useful learning and development activities have been and whether they have met the expected objectives.

1.4 Academic Staff (in addition to 1.3):


- a) Are expected to undertake scholarly or professional activities that may include research, either on a team or individual basis, in pursuit of academic excellence;
- b) Who are new to teaching are expected to participate in appropriate development on accredited and other courses provided by the Centre for Learning and Teaching. There after they are expected to use current pedagogic research to inform their teaching;
- c) Who are experienced researchers will be actively involved in promoting or developing less experienced researchers by mentoring and through such measures as advising on publication outlets or offering collaborative research opportunities;
- d) Who are new to research will be expected to take responsibility for identifying appropriate development activities, including participation in relevant courses;
- e) Are encouraged to enhance their professional status and standing through continuous professional development, membership of professional bodies and development of further qualifications, e.g. doctorate status.

1.5 The HR Department:

- a) Services and supports the Staff Development Group to promote TSMR as a learning organisation, disseminates good practice in staff learning and development and leads on staff development strategy and priorities;
- b) Leads the development and review of staffing and staff development policy (including equality and diversity), strategy and frameworks designed to enhance organisational and individual capacity through training and development, and maintains an overview of staff development across TSMR;

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- c) Designs and ensures the delivery of learning and development programmes as specified in the university's Staffing Strategy and manages the resources allocated to provide these programmes;
 - d) Manages and delivers central induction events that welcome new colleagues into TSMR
 - e) Develop and delivers an annual staff conference which offers staff the chance to embark on a range of development opportunities and network with other colleagues;
 - f) Delivers appropriate briefings, advises and provides development and coaching for managers so that personnel policies and procedures can be operated in an equitable, fair, transparent and objective manner;
 - g) Advises on and implements the policy and guidelines on staff studying for qualifications and liaises with the Registry in relation to tuition fee waivers for staff;
 - h) Liaises with the Centre for Learning and Teaching (if applicable) and other central training providers in order to collaborate on staff development strategy, plans and implementation, including development of central resources, monitoring and evaluation systems;
 - i) Co-ordinates and publishes details of all centrally delivered staff development and training activities (see staff development brochure and staff development website)
 - j) Manages a range of centrally delivered management and leadership development provision and equality and diversity briefing and training
 - k) Provides guidance to other central training providers and develops networks to share information and resources and promote good practice in staff learning and development;
 - l) Works with colleagues in the faculties, schools and central departments to support and encourage staff development strategy and activities across TSMR, acting as an internal consultant and champion of good practice;
 - m) Advises on how to promote fair access to learning and development opportunities for all staff
 - n) Develops and maintain a list of approved providers for training on generic skills and advises on the appointment of external consultants
 - o) Provides training, produces guidelines, maintains a list of trained reviewers and monitors the implementation of the Staff Development and Review Scheme to meet the needs of all staff groups, so that it facilitates both the improvement of performance to meet institutional objectives and career development.

1.7 Central Staff Development providers



Centrally there are a number of units, which provide specialist training or development activities to meet the needs of identified groups and individuals. These include:

Information Services: offers a variety of training options to help staff make the best use of resources. These include tutor-led workshops as well as training documents for those who prefer to work in their own time. The programme of workshops is revised in response to demand and information and communication technology developments.

Virtual Research Unit: organises a range of workshops covering all aspects of researcher development.

Health & Safety: offers a variety of safety training courses to ensure the wellbeing of all staff, students and visitors.

Other departments offer specialist training including Finance, Registry and the International Relations Office, Student Services and Marketing and Communications. Details of all courses offered centrally are published in the Staff Development Brochure and on the Staff Development Website.

2 MONITORING AND EVALUATION

The overall staff development policy and its effective implementation need to be kept under review at a variety of levels and responsibility for this is identified as follows:


2.1 Each member of staff is encouraged to maintain a personal development plan which details the specific development activities he/she has undertaken and incorporating relevant information on individual short and long term goals. This forms part of the SDR process (see SDR guidelines);

2.2 Section leaders oversee the management of staff induction, training, SDRs and team and individual staff development plans, including the monitoring and evaluation of the outcomes.

2.3 Section leaders produce an annual evaluation report on the last year's staff development activity on a confidential basis to the Staff Development Group, via the Personnel Department, in order to monitor previous activity.

2.4 Heads of Section also provide information of future generic development needs within the annual evaluation plan in order to assist with planning and allocating resources to meet organisational priorities for the forthcoming year.

2.5 The HRD oversees the management of systems and processes to support the planning, promotion, co-ordination and review of staff development



2.6 The Staff Development Group, in collaboration with the Senior Management Team, periodically reviews and updates the Staff Development Policy and its implementation

2.7 Staff/groups of staff with responsibility for planning, organising and delivering organisational staff development programmes review and evaluate these in collaboration with the HR Department

2.8 The Staff Development Group monitors annually the implementation of those Equality and Diversity Commitments, which relate to staff development, i.e.:

- a) Ensure that induction is accessible to all staff and provided in a manner suitable for the needs of all staff
- b) Provide appropriate development and opportunities to enable staff to progress and develop their careers
- c) Deliver a programme of staff training and development in equality and diversity issues
- d) Publicise opportunities for staff development and training to all staff;
- e) Design and deliver staff development opportunities in an accessible way taking into account different work patterns/structures
- f) Ensure that staff development needs are reviewed regularly and that agreed training and development outcomes are supported.