



Middlesex
University



What is Staff Development?

Middlesex University recognises that you are our most valued resource and is committed to the provision of staff development and training opportunities for all. The University aims to develop you both for your current role and to equip you to face the challenges and changes of the future.

STAFF DEVELOPMENT

The University seeks to create an identifiable link between your development needs and the objectives of your School or Service in support of the achievement of the corporate objectives. The University is committed to the principles of being a recognised Investor in People and seeks consistently to improve the development standards and opportunities for all staff within these principles.

WHAT STAFF DEVELOPMENT SHOULD I EXPECT WHEN I START AT THE UNIVERSITY?

INDUCTION

A good induction is integral to you becoming effective in your role as soon as possible. Induction is a structured process that takes place over the first few weeks and months of your employment. There will be a range of activities at an individual, local and organisational level that your line manager will plan.

INDIVIDUAL INDUCTION

During the first month (and as part of your probation) your line manager will make sure that you know what is expected of you in your specific role and the behaviour that is expected (see Code of Conduct). Other colleagues may also be involved in helping you learn what is required for your job and this may include some specific training events. Over the following months, as you come to understand the requirements of your role, you should expect to share responsibility for managing your individual induction and your future development.

LOCAL INDUCTION

This will include campus information and details of key organisational and departmental operational processes and guidelines. Your line manager is responsible for ensuring you are provided with information on safe working practices within the University and any information specific to your department.

ORGANISATIONAL INDUCTION

You will attend the organisational induction event called “Welcome to Middlesex” as soon as possible after you start. The half day event is opened by the Vice Chancellor welcoming you to the University. “Welcome to Middlesex” will provide you with an overview of the aims and objectives of the University, introduce the organisational structure and develop your understanding of how your role contributes to the success of the University. These events are run regularly and if your line manager has not already booked you a place when you start you should book yourself a place as soon as possible – visit the Staff Development Portal for further information. As a new member of staff you are also expected to complete a range of on-line Health and Safety courses and a module on Equality and Diversity. These can be accessed from your desk and details of what is available and how to access them can be found on the Staff Development Portal.

MENTORING

You will be allocated an induction mentor for the first few months of your employment. Your mentor will contact you shortly after you start to arrange your first meeting. The purpose of induction mentoring is to give you someone outside your line management structure with whom you can discuss any issues relating to the start of your career at the University.

POST GRADUATE CERTIFICATE IN HIGHER EDUCATION

If you are a new academic without a recognised teaching qualification your contract will require you to undertake the University’s Postgraduate Certificate in Higher Education. This course is run by the School of Arts and Education and details of how to apply are on the Staff Development Portal.

LEADERSHIP AND MANAGEMENT DEVELOPMENT

If you are in a management role the University will expect you to take part in appropriate leadership and development activities. As a new member of staff who is a manager, you should attend “Induction for New Managers” as soon as possible after you start. At this event you will be supported in planning your development as a manager. Further advice can be sought from Staff Development.

VISIT THE STAFF DEVELOPMENT PORTAL TO FIND DETAILS OF:

- Welcome to Middlesex
- Health and Safety Induction
- Diversity in the Workplace
- Induction for New Managers
- Postgraduate Certificate in Higher Education
- Preparing for your Appraisal

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WHAT ABOUT MY ONGOING DEVELOPMENT NEEDS?

Your continuing development will be linked to the objectives of your School or Service. Appraisal is the means by which your development needs are identified and addressed and it is University policy that all staff will have an annual staff appraisal review. The key objectives for the appraisal discussion are to:

- Review past performance
- Develop potential and help improve current performance
- Maintain high performance
- Agree performance objectives
- Assess learning and development needs
- Assist in career planning
- Strengthen the links between corporate and individual objectives

Before participating in your first appraisal you should attend "Preparing for your Appraisal" to help you prepare effectively and make the most of the discussion. Full details of the Staff Appraisal scheme are on the Staff Development Portal.

Your development is a continuous process and you are encouraged to maintain a personal development portfolio as a record of your development activities. This may include structured activities such as:

- Internal and external courses, workshops, seminars, conferences
- On-line courses and conferences
- Academic and professional qualifications
- Coaching and mentoring

You should also make use of learning opportunities wherever they present themselves in the everyday environment. This might include:

- Research and scholarly activities
- Networking activities
- Projects or new work activities
- On the job learning
- Use of learning resources
- Updating knowledge through learning resources, journals, the internet etc

If you are a member of academic staff you are expected to undertake scholarly activity in your field and you will have four weeks of self managed time for such activity each year. You are also encouraged to keep a teaching portfolio to record and reflect on your teaching work. Observations of teaching are mandatory for new academic staff including those enrolled on the Post Graduate Certificate in Higher Education as well as those applying for promotion. Peer observations for development purposes are also encouraged at other times.

The University also provides fee waivers for staff who wish to follow a Middlesex University degree programme. Other academic and professional qualifications may also be supported if they are related to current or future job role or career prospects within the University.

HOW DO I FIND OUT ABOUT STAFF DEVELOPMENT ACTIVITIES?

Staff Development is organised by:

- Staff Development (in Human Resource Services)
- The Centre for Learning and Quality Enhancement (CLQE)
- The Middlesex University Research and Business Office (R&BO)
- The Centre for International Education (CIE)
- Schools and Services also organise local events some of which are open to all staff.

STAFF DEVELOPMENT PORTAL

The Staff Development Portal aims to provide a central point for information about staff development activities, including links to those provided by Schools and Services. You can find the Staff Development Portal by a direct link from the Home Page of the staff intranet.

On the home page of the Staff Development Portal are a number of topics such as:

- Appraisal
- Coaching and Mentoring
- Equalities and Diversity
- Health and Safety
- Induction
- IT training
- Leadership and Management
- Learning, Teaching and Enhancement
- MISIS (Middlesex Integrated Student Information System)
- OASISplus (Middlesex virtual learning environment)
- PAFIS (People and Financials Information System)
- Personal Development

After you choose the topic you will find background information about the subject and a link to the courses available. Some courses are provided as on line learning and easily accessible at your desk. Other courses are organised in response to demand. If there is one you are interested in attending make sure you book yourself onto the waiting list. As soon as a date is planned you will be given the first opportunity to attend. If you can't find the event or information you are looking for, contact Staff Development by email or telephone (ext 6442 or 6015) to discuss your needs.

The University provides fee waivers for staff who wish to follow a Middlesex University degree programme.

CENTRE FOR LEARNING AND QUALITY ENHANCEMENT (CLQE)

CLQE provide support and professional development for learning, teaching and assessment. Further details are on the CLQE intranet pages – these can be found from the Services section of the intranet home page or the Learning, Teaching and Assessment topic on the Staff Development Portal.

The Centre for Education Technology is part of CLQE and provides support for staff using e-learning and the University's virtual learning environment OASISplus. Information on their support can be accessed from the OASISplus topic on either the intranet home page or the Staff Development Portal.

RESEARCH AND BUSINESS OFFICE (R&BO)

The R&BO co-ordinates the Research Development Programme to support those who are involved in seeking funding for research and managing research projects. Details on the programme are on the R&BO intranet pages – these can be found from the Services section of the intranet home page or the Research and Enterprise topic on the Staff Development Portal.

CENTRE FOR INTERNATIONAL EDUCATION (CIE)

CIE is responsible for the coordination and provision of relevant staff development to underpin the development, enhancement and sustainability of International Education.

This responsibility encompasses the following:

- Staff employed to manage, and support the delivery of the academic provision at an overseas campus in liaison with the Director of the Campus.
- Staff employed to manage, and support the delivery of the academic provision at an Overseas Partner Institution delivering Franchised or Joint programmes and to a limited extent for staff delivering Validated programmes
- Staff employed to manage recruitment and support at Regional offices
- Staff involved in International communication (both within the UK and or during overseas visits)

HOW IS STAFF DEVELOPMENT PLANNED AND REVIEWED?

STAFF DEVELOPMENT STRATEGY AND PLANNING

Staff Development plans are directed by the Staff Development Strategy Group. This group has University wide representation and meets quarterly. Staff Development in Human Resource Services provides overall co-ordination at an organisational level. An annual Staff Development Plan is prepared each October and, with a review of the previous year's plan, is sent to the Governors. This plan draws upon the organisational priorities and initiatives as well as Schools and Services.

Each School and Service is asked to prepare a local staff development plan. This draws upon the local priorities and objectives as well as the individual and team needs identified through the annual staff appraisal process.

STAFF DEVELOPMENT POLICIES AND PROCEDURES

All the policies and procedures mentioned can be found on the University's intranet www.intra.mdx.ac.uk/general/policies.html

Key staff development policies are:

- Appraisal
- Career break
- Coaching and Mentoring
- Probation
- Sabbatical Leave
- Staff Development
- Staff Studying for Academic and Professional Qualifications
- Teaching Observations

OTHER LEAFLETS AVAILABLE IN THIS SERIES:

WHAT'S THE DEAL?

Higher Education has never been more exciting, or offered greater career opportunities. This leaflet sets out a range of factors that make working at Middlesex University an attractive option.

WHAT'S THE POLICY?

We aim to be an employer of choice, with employment policies and procedures based on best practice. This leaflet sets out our main policies and procedures.

WORKING TOGETHER

This code of conduct sets out the standards of behaviour expected of all staff.

FURTHER INFORMATION

All of the policies procedures and guidelines referred to in this leaflet can be found on the University's intranet at: www.intra.mdx.ac.uk/services/HRS/

This leaflet is produced by Human Resources.



**INVESTORS
IN PEOPLE**