

Staff Development

1. Introduction

Middlesex University recognises that staff are its most valued resource and is committed to the provision of staff development and training opportunities for all. It is committed to develop its staff both for their current roles and to equip them to face the challenges and changes of the future. The University seeks to create an identifiable link between the development needs of individuals, schools/services and the organisation in support of the achievement of the University's corporate objectives. The University is committed to the principles of being a recognised Investor in People and seeks to consistently improve the development standards and opportunities for all staff in line with these principles.

2. Scope

This policy covers all staff employed by the University regardless of contract type or role. The University recognises that the efficient and effective functioning of the organisation depends upon its support and provision of staff development activities for managerial, academic, technical, administrative and support staff alike.

3. Principles

- Staff development is clearly linked to the objectives and priorities of the University, the school / service and the individual and as such is needs driven
- All staff are entitled to and are expected to participate in staff development; the responsibility is shared between the individual and the organisation
- All staff should be encouraged and supported to achieve their individual work and career goals
- The University will ensure the maintenance and active promotion of equal opportunities in all staff development activities
- Staff development is considered to be a continuous process. The process of development includes both planned activities and making use of learning opportunities wherever they present themselves in the everyday environment
- All staff should receive reasonable support and encouragement from their line manager in order to maximise the benefits of staff development for the individual and the organisation
- All staff will have the opportunity to have their development needs identified via the appraisal process and through School / Service annual development plans
- The full range of staff development opportunities will be communicated effectively and coherently to all staff
- Staff development activities may include: conferences, observation, secondment, online learning, professional study, away days, special projects, shadowing, mentoring, coaching, on the job learning, self-study, networking and courses
- New staff will be supported in their induction to the university as will existing staff moving into new roles

- Staff will be supported to enable them to embrace changes in their work environment
- Support for staff studying for academic and professional qualifications will be related to improving current or future job performance and capabilities
- The University will monitor and evaluate staff development activity in order to improve provision at an individual, local and organisational level

4. Commitment

As a demonstration of its commitment, the University will:

- allocate annually a central staff development budget to resource corporate staff development based on identified priorities
- ensure that each staff member has the opportunity to discuss and agree his/her development needs as part of the annual appraisal process
- provide every member of staff with an appropriate allocation of time to be dedicated to development activity in order to acquire or update knowledge and skills relating to their employment. It is strongly recommended that all staff engage annually in a minimum of 5 days staff development related to CPD, not all having a direct budget implication. Part time staff should engage in a prorata number of days depending on their hours of work
- Schools and Services should allocate and spend a sum equivalent to a minimum of 0.5% of their salary budget specifically for staff development

5. Responsibilities

5.1 Staff Development Strategy Group (SDSG)

The SDSG is chaired by the Director of Corporate Services and is responsible for framing policy and strategy in relation to Staff Development following advice from the key central providers.

5.2 Deans and Heads of Service

Senior Managers are responsible for the implementation of the University staff development policy within their area. They are responsible for helping to identify the development needs of their staff, including individual and group needs, ensuring that these are addressed and resourced appropriately. They will:

- Produce an annual staff development plan, informed by the appraisal process, which is relevant to university priorities and local objectives
- ensure that the sufficient budgetary allowance is made for the projected staff development activities
- ensure that managers within the service/ school carry out the appropriate appraisals and reviews
- enhance equality of opportunity for all by ensuring openness and access to all staff development opportunities
- monitor staff development activity and review staff development within their area as part of the annual staff development planning process
- support the overall staff development programme coordinated by central providers by encouraging and facilitating the involvement of their staff and themselves whether as participants, organisers or activity leaders.
- demonstrate commitment to their own development by participating in relevant management development activities

5.3 Line Managers

Line managers have an obligation to help staff in developing their competence, performance and effectiveness with a responsibility to:

- provide staff with the information necessary to perform their job and guide them in how to best equip themselves in their current and future roles
- agree development needs with staff in their induction / probationary period
- ensure that appraisals are carried out
- enhance equality of opportunity for all by ensuring openness and access to staff development opportunities as well as personal and professional development
- discuss individual development requirements with their staff, agree clear objectives and support appropriate development opportunities
- support the overall staff development programme coordinated by central providers by encouraging and facilitating the involvement of their staff and themselves whether as participants, organisers or activity leaders
- allow staff sufficient time to complete appropriate training activities
- evaluate the effectiveness of learning report back on the evaluation of development activities after review with the individual
- provide feedback on identified development needs to the relevant Dean/ Head of Service so that this information can be fed into the planning and review process

5.4 Members of Staff

The process of development is most effective when individuals take responsibility for their own progress and as such should be prepared to:

- discuss their development needs with their managers
- take personal responsibility for updating their expertise on a regular basis as appropriate to their job
- take up development opportunities provided
- discuss the purpose of development activities to be undertaken and to review with their line manager after an activity has been undertaken
- be prepared to share their own expertise
- be prepared to share and disseminate knowledge and skills gained through development activity

6 Central Providers

The detailed arrangements for managing staff development are shared amongst Staff Development, The Centre for Learning & Quality Enhancement, Middlesex University Research Office and The School of Arts and Education. Staff from the different staff development areas will work together to achieve the desired outcomes as appropriate. Each of the above areas holds a budget for the provision of training.

6.1 Staff Development

Are responsible for the overall co-ordination of staff development at an organisational level. This responsibility is fulfilled through an ongoing University Staff Development strategy linked to corporate aims and objectives and the annual provision of a corporate training plan. This will be achieved through:

- the provision, organisation and marketing of a central programme of staff development activities, ensuring that they meet both the Universities organisational and bespoke local needs
- providing specialist advice, guidance and support covering all staff and management development issues (other than teaching and learning) to managers at all levels
- monitoring the effective implementation of the appraisals system across the university
- providing the lead on IIP to ensure the universities continued accreditation
- ensuring the effective organisation and collation of training needs and planning process
- encourage the dissemination of good practice in all areas of staff development activity
- ongoing support for line managers in fulfilment of their direct responsibility for staff development
- ensuring that a variety of delivery methods are provided in the most flexible and cost effective manner

6.2 The Centre for Learning & Quality Enhancement (CLQE)

Is responsible for providing support and professional development to ensure an effective student learning experience. CLQE activities are underpinned by the themes of the Learning, Teaching and Assessment Strategy and include;

- the provision, organisation and marketing of a programme of staff development activities, ensuring that they meet both the universities organisational and bespoke local needs
- provision of specialist advice, guidance and support in relation to learning, teaching and quality enhancement.
- encourage the dissemination of good practice in all areas of learning and quality enhancement
- providing ongoing support for line managers in fulfilment of their direct responsibility for staff development
- ensuring that a variety of delivery methods are provided in the most flexible and cost effective manner

6.3 Middlesex University Research Office (MURO)

Middlesex University Research Office coordinates the Research Leadership Programme. The University has recognised the need for a programme to develop research leadership at different tiers of its academic staff from research assistants to professors and readers. The Research Leadership Programme provides ongoing training for academic and research staff to enhance their research and research management skills to increase their ability to submit high quality proposals for research funding.

6.4 The School of Arts and Education

Has responsibility for providing the Postgraduate Certificate in Higher Education for new teaching staff.

6.5 Specialist Functions

Certain specialist areas of the University may be responsible for organisation wide staff Development for their respective functions in collaboration with Staff Development.

7. Monitoring and Evaluation

The University will evaluate all training and development activities to assess the impact on individuals capabilities and organisational goals in order to improve the universities staff development provision.

It is the responsibility of individual managers to evaluate the impact of learning on personal and professional development within their School/Service.

Staff Development will produce an annual report for the Board of Governors reviewing progress made in meeting the objectives of the University Staff Development Strategy and accounting for the overall investment made in staff development.

The Staff Development Manager will oversee the implementation, monitoring and evaluation of this policy.

The Staff Development Policy is linked with other policies and objectives of the University including:

Work Shadowing (HRPS12)

Mentoring (HRPS5)

Sabbatical Leave (HRPS14)

University Staff Studying at the University (HRPS9)

Staff Appraisal Scheme (HRPS23)

Equal Opportunities Policy (HRPS8)