Document Q3.3

STAFF DEVELOPMENT POLICY

Approved by Academic Board – 10 February 2016

Last Review: March 2020
Next Review: February 2019
Introduction

1. The University of Law (the University) is committed to providing staff with development opportunities to ensure that individuals and functions are able to contribute fully to the achievement of department and University’s operational and strategic objectives whilst also developing the individual’s skills and knowledge to ensure continuous personal development.

2. The University recognises that its staff are fundamental to its success. A strategic, professional approach to staff development helps the University to attract and retain high-calibre staff with the skills and competencies necessary to deliver its objectives.

3. Staff development refers to all the policies, practices, and procedures used to develop the personal and professional knowledge, skills, and competencies of staff to improve the effectiveness and efficiency both of the individual and the University.

4. The University acknowledges that as an educational provider it has a unique responsibility to support and encourage the development of its staff, and recognises that staff development can play a critical role in building the capability of its workforce.

Scope

5. This policy applies to all functions and career levels of staff, both academic and business professional, irrespective of differences in terms and conditions of service, seniority levels, working patterns and any other distinctions.

6. The policy embraces all forms of development activity leading to the acquisition and development of skills and knowledge through a planned and deliberate learning process in order to improve personal and organisational effectiveness.

7. It includes personal study, e-learning, internal or external courses, workshops, work-shadowing, ‘on the job’ mentoring and planned experiences. The University aims to support individuals through a variety of means within the prevailing budgetary provision and identified business needs.

8. Development activities which have no direct relevance to the individual’s role or objectives of the University are not within the remit of this policy.

Recruitment of academic staff

9. The University’s Recruitment Person Specification for new tutors distinguishes between Essential and Desirable attributes. Two of the Essential attributes required of successful applicants are that they possess a good academic record and are professionally qualified with post-qualification experience or possess a postgraduate academic qualification (preferably at Master’s level or above).
10. New tutors with limited experience in learning and teaching are required to undertake the following in addition to the annual training undertaken by all academic staff referred to in paragraph 17 below:

10.1 an initial induction programme; and

10.2 a formal programme on Teaching in Higher Education in a newly appointed tutor’s second or third year in post.

11. The University also requires each member of academic staff, by the end of his/her third year in post, to apply to become a Fellow of the Higher Education Academy, the University paying the fee in each case.

12. Having regard to the context of its current academic staff and portfolio of awards, whilst substantial experience of professional practice remains an important element, in the continued development of its profile the University will encourage staff to undertake postgraduate academic qualifications which, sector-wide, are regarded as an essential qualification in their own right.

Responsibility

13. Staff training and development is the responsibility of both individual employees and University management and leadership. In particular:

13.1 Senior managers – in promoting a climate and providing support to ensure that continued learning and individual development is recognised as an imperative to meet the future plans of the University and therefore the career aspirations of staff;

13.2 Individual line managers – by taking an active part in helping staff identify their development needs, facilitating access to staff development opportunities and assessing the effectiveness and performance gain from staff development;

13.3 Individuals – by taking responsibility for identifying areas where their work performance might be developed, making themselves aware of and taking advantage of suitable opportunities for development, and applying their learning in their work; and

13.4 The University's Human Resources and Learning and Development team – through consulting staff on development needs and being responsive to feedback and requests for specific services.

Identification of development needs

14. Staff development needs may be identified in a number of ways:

14.1 The University's operational and strategic objectives will inform generic training and development related to learning and teaching skills; diversity; commercial awareness; client care; IT skills; and any specific training required to prepare academic staff for forthcoming curricular or pedagogic changes.
14.2 The Annual Performance and Development Review process plays a fundamental role in staff development. It encourages the systematic identification of staff development needs by providing an opportunity for individuals to discuss their performance and development and to discuss and agree an individual development plan with their line managers. These plans contribute towards the formulation of department and University-wide development programmes.

14.3 Any particular needs of staff new to the University should be identified during the probationary period.

14.4 Staff required to undertake particular roles within the University may be required attend training and development appropriate to that role. This may include, but is not exclusively restricted to:

14.4.1 leading teams;
14.4.2 conducting Annual Performance and Development Reviews;
14.4.3 the design of courseware and course materials;
14.4.4 participation in programme design, approval, monitoring and review;
14.4.5 admission of students;
14.4.6 teaching and supporting student learning;
14.4.7 enabling student development and achievement;
14.4.8 the assessment of students and processes for assessment; and
14.4.9 the adjudication of student appeals and complaints
14.4.10 student safeguarding
14.4.11 health and safety

14.5 Evaluation of feedback from current programmes of staff development.

14.6 The University is subject to a number of statutory regulations and it must ensure that staff are trained to levels appropriate to their roles in order to perform legally in the best interest of themselves, of others and of the University. Participation in certain prescribed staff development activities will therefore be mandatory.

15. The Annual Performance and Development Review process does not replace the need for discussions between formal review meetings about performance and staff development needs that may arise. Both the line manager and individual member of staff are responsible for ensuring that development plans are implemented and that they remain relevant by means of regular review.
Staff Development Policy

Staff Development Opportunities

16. To meet the identified development needs of its staff the University will provide or support a range of developmental activities within the scope of this policy.

17. These may include external or internal events, programmes or other activities and experiences conducted through presentations, seminars, workshops, mentoring, online study or ‘on the job’ training. This should provide the equivalent of 35 hours training each year for each member of staff and examples include the annual Learning and Teaching Conference, sessions on learning and teaching skills; seminars on subject-related updates or to enhance familiarity with academic quality or regulatory requirements; online training for diversity, disability and health and safety matters; commercial awareness; client care; IT skills; and any specific training required to prepare academic staff for forthcoming curricular or pedagogic changes.

18. In addition, all staff are able to apply to the central Learning and Development team for financial support to study for role-related qualifications through courses of Further and Higher Education, subject to the support of the line manager and the availability of funding. Where staff wish to pursue qualifications and courses of study offered by the University there may be a fee waiver provision in place.

19. Similarly, staff may make application to attend External Events, Conferences or Seminars which relate directly to the performance of their role within the University, again subject to the agreement of the line manager and the availability of funding.

20. As part of induction and ongoing development, line managers and supervisors should recognise their responsibility for providing work-based ‘on the job’ training where this is the most suitable development option.

Monitoring and Evaluation of Staff Development Activity

21. All staff development activities will be evaluated. Line managers should develop means of assessing how effective the staff development undertaken has been in improving job performance. This should take place within the Annual Performance and Development Review Process. The Learning and Development team and other providers of in-house staff development activities are responsible for evaluating the effectiveness and impact of what they provide.

22. The University is committed to the continuous improvement of our staff development provision and encourages feedback from staff. Where appropriate, best practice will be shared as part of the University's commitment to improve its service provision.

Repayment Conditions

23. Where an employee has received, or is in the course of receiving, direct financial assistance from the University to pursue an external course of training, further qualification or staff development opportunity, all such sums shall be repaid by the employee if he or she leaves the University either before completing the training or qualification or within two years of completion.
24. No repayment shall be made in the circumstances referred to in clause 23 above if the external course of training, further qualification or staff development opportunity was entered into as a result of a requirement of the University.

Date for next review:

February 2019

Version history:

<table>
<thead>
<tr>
<th>Version</th>
<th>Amended by</th>
<th>Revision summary</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>V1.0</td>
<td>Director: Education &amp; Quality</td>
<td>Initial Draft</td>
<td>12/12/2014</td>
</tr>
<tr>
<td>V1.1</td>
<td>Staff Development Policy Working Group – January 2016</td>
<td>Minor amendments</td>
<td>25/01/2016</td>
</tr>
<tr>
<td>V1.2</td>
<td>Vice Provost – Academic and External Development</td>
<td>Sign Off</td>
<td>08/02/2016</td>
</tr>
<tr>
<td>V1.3</td>
<td>Academic Board</td>
<td>Approval</td>
<td>10/02/2016</td>
</tr>
<tr>
<td>V1.4</td>
<td>Registry Officer</td>
<td>Change to coding convention</td>
<td>05/03/2020</td>
</tr>
</tbody>
</table>