

# Kingston University Staff Development Policy

## 1. Staff Development Policy

1.1 The mission of Kingston University is to promote participation in Higher Education, which it regards as a democratic entitlement; to strive for excellence in learning, teaching and research; to realise the creative potential and fire the imagination of all its members; and to equip its students to make effective contributions to society and the economy.

The University Vision Statement emphasises the need for KU to establish “a learning culture” in which teaching and research are able to flourish equally and to be a flexible and adaptable organisation that does not allow present structures to inhibit its capacity to meet future needs.

1.2 The University Statement of Values includes the commitment: “Staff will be given opportunities to advance their learning including access to both training and development to enable them to perform effectively in their jobs and to develop and progress according to their abilities”.

1.3 The University encourages staff to be active in their pursuit of staff and professional development. A fuller definition of staff development can be found in Appendix I.

1.4 The University is committed to the support of staff development, including personal and career development that is consistent with the needs of the organisation and in full accordance with the Equal Opportunities Policy.

## 2. Responsibilities for Staff Development

### 2.1 The University’s Responsibility

The University must meet its commitment to staff development through provision of appropriate resources which shall be made available to all staff within the organisation.

Please see Staff Development Strategy Sections 2.1 and 2.2.

### 2.2 Managers’ Responsibility

All staff involved in the appraisal and development of others must undertake appropriate training for this role, provided by the Development and Training Section. Additional information and guidance on the professional development of lecturing staff can be obtained from the Academic Development Centre.

Managers must evaluate the effectiveness of staff development at individual and team level against a set of criteria agreed with their Senior Manager, and plan for next year’s staff development resourcing.

In addition, Senior Managers must evaluate the effectiveness of staff development at Faculty/Department level as part of the annual strategic planning process.

### **2.3 Individual Responsibility**

As a member of a “learning organisation”, all staff have a responsibility for their own development and should be encouraged to think of this in terms of a process of continuous professional development, which encompasses three elements:

#### **Continuity**

Development of the individual will be systematic or planned. Its direction will be determined by analysis of past progress and present and future needs at regular appraisal meetings. It will be flexible and responsive to individual and institutional changes. It will represent lifelong commitment on the part of the individual to the growth of knowledge and skills.

#### **Professionalism**

The term in this context defines the desired attitude and approach of staff and the fulfilment of the University’s mission through the possession of knowledge and skills which are necessary to, and valued by, the University.

#### **Development**

Existing competencies must be maintained, knowledge and expertise must be broadened and deepened and continuous updating must take place if the individual is to continue to perform his/her role effectively as circumstances change. Its nature will vary according to where the individual is employed, the role of the individual and the stage in his/her career, and will range from updating and broadening of knowledge and skills, to reflection on experience and preparation for changing roles.

## **3. Implementation**

### **The University**

3.1 There will be an associated Staff Development Strategy to fulfil the above Policy statements, which follows this Policy. The University Staff Development Committee (see Appendix 3) will also agree a set of strategic priorities for staff development to support the University’s strategic priorities on an annual basis.

3.2 Implementation will take account of other policies such as those relating to Learning and Teaching, Research and Equal Opportunities.

3.3 The Staff Development Policy will be kept under regular review by the Kingston University Staff Development Committee which reports to the University Executive.

3.4 The Staff Development Policy will be available on the University web page.

## **Kingston University Staff Development Strategy**

1.0 The University Staff Development Strategy derives from Section 2 of the Staff Development Policy.

### **2.0 Responsibilities for Staff Development**

#### **2.1 The University**

The University will meet its commitment to staff development through provision of appropriate resources which shall be made available to all staff within the organisation.

These resources include:

- a staff development budget divided between Departments on an annual basis, and advice to Faculties on an appropriate level of staff development funding. Staff development funding should be used to meet criteria recommended by the University Staff Development Committee and agreed by the Executive. These criteria are based on the University's Strategic Plan.
- support and guidance for all staff by their line manager within Faculty/Departmental priorities and available resources.
- provision of development and training activities, support and guidance for all staff by the University Development and Training Section. Information is communicated on the University Intranet "StaffSpace".
- provision of IT training by ICT Services and of Safety Training by the Occupational Health and Safety Section, both of whom advertise their provision separately.

#### **2.2 Senior Managers**

Senior Managers should agree with managers the allocation of resources based on criteria proposed by the University Staff Development Committee and will take into account numbers of staff, perceived needs and contingencies. These criteria will be primarily based upon current Strategic, Faculty or Departmental plans.

Senior Managers should support and guide managers in their decision making re: allocation of resources at an individual or team level, appropriate choices for development of their staff and evaluating the effectiveness of staff development in their team. Senior managers will also ensure that managers can perform their function both by allowing time for them to carry out their duties as managers of staff development and by ensuring support and guidance for appropriate management development.

#### **2.3 Managers**

Managers are responsible for thinking through the staff development implications of any changes they introduce, which, like other staff development issues, should be discussed at team meetings to ensure a shared understanding.

Managers are responsible for agreeing a development plan with each individual, using a range of learning opportunities, and discussing with individuals beforehand the purpose and potential outcomes of any development activity. They should also evaluate these outcomes and provide feedback to staff as appropriate. The criteria for seeking qualification sponsorship, both internally and externally, are shown in Appendix 2.

## **2.4 The Individual**

The individual's development should be facilitated through regular appraisals as well as interim discussions, usually with their team leader or line Manager, and will involve the formulation and updating of an individual development plan, based on a discussion of development objectives, their resourcing implications, and the nature of evaluation required.

The member of staff should share responsibility with the manager for obtaining information and guidance on development activities and will circulate within the team any reports or feedback from the activity undertaken that may be of benefit to others. If they wish they may add these to their own personal portfolios.

## **Appendix 1**

### **Staff Development**

Staff development can take place away from the workplace through attendance at:

- Short Courses, internal and external
- Conferences and Seminars
- Qualification-bearing courses

Staff development can also take a variety of forms, more directly linked to the workplace:

- Coaching and Mentoring
- Peer observation
- Project work
- Attendance at team events such as Away days
- "Shadowing" and secondment
- Cross-University activities such as Committee Membership and Staff Networks

Staff development can also take the form of self-directed learning including:

- Research and publication
- Scholarship
- Reading relevant publications/keeping abreast of your area of specialism
- Consultancy
- Exhibitions
- Membership of Professional Bodies

## **Appendix 2**

### **Criteria for seeking Qualification Sponsorship outside Kingston University**

- The first purpose of the qualification is to meet the strategic needs of the Department or Faculty.
- The proposed course of study meets aims and priorities identified in the University Staff Development Policy.
- The proposed course of study will aid the member of staff's professional and personal development as agreed with his/her appraiser or line manager.
- There are available funds in the faculty or departmental budget to meet the costs.
- It is agreed that the proposed course of study is the best method of meeting the development need.

Depending on the perceived relevance of the qualification, individual sponsorship agreements may be reached which may be less than full cost, or may relate to the amount of time off for study.

Applications for funding from the Faculty/Department budget should be made to the line manager.

### **Criteria for seeking Qualification Sponsorship within Kingston University**

- The qualification must be either:
  - o relevant to the member of staff's present job, or
  - o relevant to the member of staff's realistic career development
- The qualification must be linked to organisational strategy over the next 3-5 years.
- Faculties are expected to fund their own staff on courses delivered in their own Faculties.
- Applications for funding from the central Staff Sponsorship Scheme should be made to the relevant member of the University Staff Development Committee by the line manager.