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Postholder responsible for review	Director of Human Resources

Staff Development Policy

1. This document sets out the University's commitment, policy and practice to staff development. It provides links to other policies that help to support the successful operation of the policy.

Principles that underpin the policy

2. The University of Worcester is committed to the support and promotion of staff development and training for all its members of staff. It aspires to create and maintain a culture of 'life long learning' for all members of staff, as well as students. The strategic plan for the University is available on the website.
3. Staff development refers to the development of the individual's potential and career in terms of knowledge, skills, personal abilities, competencies and understanding, in line with the aims and objectives of the University. It embraces a wide range of learning experiences, both within and outside the workplace, and is a continuing process that can help individuals
 - a. to achieve agreed strategic, operational, team and individual objectives
 - b. to help individual members of staff to acquire knowledge and skills which will enable them to fulfil their current responsibilities more effectively; to respond positively to change; to extend their range of performance.
 - c. to help the University and the units and departments within it to benefit from highly effective teamwork.
 - d. to support the continuous personal and professional development of members of staff by helping them to develop skills and/or gain qualifications which will equip them better for future career development
 - e. to enable staff who acquire new skills or knowledge to find appropriate opportunities to use them in their employment with the University; to identify and develop their potential; to increase their job satisfaction; to improve their self-confidence, motivation and initiative.
 - f. to complete the essential training that is required for all staff and for their role. There are courses that all members of staff are required to complete during probationary periods and at specified intervals during their employment. The courses are currently GDPR, Information Security, Health and Safety and Diversity and Equality; other topics may be added in the future.
4. This Staff Development Policy, its procedures and practices, are all designed to increase and develop the skills and knowledge of staff. In doing so, the effectiveness of both staff

and the institution as a whole will be raised which will, in turn, enable the University to achieve the aims set out in the Strategic Plan.

5. Where there are financial implications, priority for funding will be given to those training and development initiatives which are work-related and most closely allied to the University's Strategic Plan and Departmental plans. Further explanation of the financial and other support available is described below.

Diversity and equality

6. Opportunities and access to development and training will be provided to all members of staff irrespective of gender, ethnicity, age, disability or full/part time status. The impact of this policy will be monitored in relation to the participation of employees by gender, ethnic origin, grade level, age, disability, and full/part time status. The requirements of the data protection policy will be observed in the operation of this policy.

Diversity and Equality at the University of Worcester

Information Assurance at the University of Worcester

7. Staff development is the joint responsibility of
 - The individual member of staff
 - The head of department/unit
 - The University through the framework for staff development and a high performance culture it establishes, and through its providers of training and development.
8. The Individual has the responsibility to :-
 - keep themselves informed about developments in their own field or area of work
 - reflect on their current role and how it may develop, their future career aspirations and identification of their own training and development needs
 - use the appraisal scheme to discuss their development needs with their manager and those of their team/department to establish priorities
 - take advantage of and benefit from training and development to help them to meet agreed needs
 - share learning outcomes with colleagues and the institution by reporting, evaluating and disseminating newly developed knowledge and skills
 - ensure that the courses specified by the University as being important for their role are completed within the time intervals set by the University.
9. The Manager/Head of Department has the responsibility to:-
 - help staff to develop their performance and effectiveness
 - play an important part in the identification and provision of training and development for their staff through the appraisal scheme and in other more regular/informal ways
 - assess the development and training needs of their staff at regular intervals
 - evaluate the effectiveness of training and development undertaken by their members of staff to the individual, team and institution

- ensure that, as far as possible, training and development needs are met where these are identified within the Departmental Operating Statement/Development Plan or where they can be clearly linked to the aims and objectives of the department

10. There are various agencies within the University that deliver development and training for staff, these are listed below; their role within this policy is to:

- provide appropriate training and development programmes, activities, information and internal consultancy
- devise, organise, run, monitor and evaluate the effectiveness of their in-house training programmes
- liaise and co-operate with other training and development organisers/providers, both internally and externally
- manage their training funds, ensuring the cost-effectiveness of resources
- act as an adviser and point of communication on training and development issues within the scope of the provider

Processes that provide the foundation for effective staff development

Induction and Mentors

11. Individual professional development begins on entry to the University with a programme of initial induction to the department and the University. Each department will nominate a member of its staff as a mentor to be responsible for the induction of members of staff new to the department.

12. Induction programmes are held throughout the year designed to introduce new staff to the University. University induction guidelines can be found at

University of Worcester Induction

13. The University runs a University-approved Post Graduate Certificate in Learning and Teaching in Higher Education. This programme is primarily for those academic and learning support staff who are new or relatively new to teaching in higher education; it may also be taken by existing staff. It may be a condition of probation for some new appointees. Details are set out in this document. <https://www2.worc.ac.uk/personnel/955.htm>

Probation and acclimatisation

14. On appointment every new member of staff has a period of time for acclimatising identified as 'probation'. The mentor has a role in the development of the new member of staff, having regular discussions with the person. Full details about the process of probation can be found here

Probation Policy

Appraisal Scheme

15. All staff take part in the University's Appraisal Scheme. It aims to provide constructive feedback on an individual's performance to date; to set clear work objectives that are mutually agreed through two-way discussion and planning of the individual's role and responsibilities in the context of their professional development and the department/University plan; and to identify and plan ways in which an individual's knowledge, skills and abilities can be developed in relation to work objectives and, where

possible, career aspirations. The head of department should be informed of all training and development needs identified. Responsibility for meeting these needs lies jointly with the individual, the reviewer, the head of department and, where appropriate, the internal providers of staff development. Details of the Scheme can be found on the Personnel pages on the website.

Continuing professional development

16. Staff at all levels are expected to engage in continuing professional development. Needs should be identified on an ongoing basis and through the appraisal process and discussed with the head of department.

Meeting of needs

17. Professional development needs (knowledge, skills, competencies, understanding) can be met in a number of ways by several internal providers. In addition, there are many external organisations that can provide staff development, both within and outside the higher education sector. The internal providers have access to networks and mail bases that can help to find suitable programmes and facilitators.

18. The methods that can be used to meet staff development needs include, for example;

Work-based learning - through the experience of doing one's job, reflecting on that experience, discussing it with a manager, mentor, coach, colleagues, receiving feedback on one's performance, reviewing and evaluating one's performance, being coached and supervised. Participation in working parties or project groups, or involvement in other activities which are outside the individual's normal job responsibilities, and therefore enhance or enrich that person's professional life; job shadowing, particularly for those either new to the University or about to take up a senior position; job rotation or swapping

Off-campus development - includes participation in courses or conferences, undertaking a qualification, open or distance learning, secondment, placement, shadowing, exchange visit, study leave etc.

Outcomes of training and development

19. After participation in any form of training or development, it is expected that the member of staff concerned will discuss with the line manager what has been learned or gained and how this can be applied in the job. All training and development undertaken should also be discussed as part of the probationary and Appraisal process.

Guidance for applying this policy

20. Staff development needs that are identified as work-related and have a direct link to department's and University's strategic plan will normally be supported by the University though funding for fees, associated travel and subsistence, and time to attend such events. The types of programmes and the support are described below.

All members of staff

All staff who wish to study at the University of Worcester and receive work related support are required to complete the Application for Study Form in order to complete the registration process.

21. First degree level qualifications; as part of its commitment to life long learning, the University will support any member of staff, in any occupation or grade, to achieve a qualification at undergraduate level. This need not be related to the role they are employed within. Any member of staff who does not have a first degree level qualification will be able to study for a first degree in the University, and all course fees will be waived for the duration of the programme. Employees who work fulltime will be entitled to study for up to two modules in each semester, and one of these modules can be taken as study leave during working hours. Those who work part time will be entitled to a proportion of time as study leave based on their full –time equivalent contract. Full and part time employees can also discuss with the line managers the temporary re-arrangement of their working hours in order to accommodate any additional study time required. Support for subsequent years' of study will be discussed and agreed with line managers as part of the appraisal process.

22. External short courses, programmes and seminars; where attendance is job related and has the endorsement of the Head of Department; support will be provided by the University for the person to attend such programmes. This will be in the form of payment of programme fees, and reimbursement of any excess travel and subsistence costs over and above those normally incurred when at work. Time will be made available within the normal working week for the person to attend the programme. Part time employees who attend during their 'non-working' hours will be permitted to take off a compensating period in lieu of the time spent at the event.

Normally these costs will be met from departmental staff development budgets.

23. External Conferences; attendance at conferences/summer schools is recognised as a significant activity in ensuring continuous professional development for academic and support staff (this includes the AUA, Advance HE and other professional network events).

Where these are related to the role of the person, the person is presenting at the conference and attendance is approved in advance by the Head of Department, support will be provided from departmental funds up to a maximum of £1,000 in any year. Those attending as delegates may also be supported, up to a maximum amount of £500 in any year. These allowances are inclusive of conference fee, accommodation and any excess travel costs. The time to attend will be taken as part of the normal working week. Part time employees who attend during their 'non-working' hours will be permitted to take off a compensating period in lieu of the time spent at the conference.

24. Employees who are supported to attend external staff development events, including conferences, will be expected to agree and deliver a means of dissemination to others in the department/University, and to complete some form of evaluation/reflection on the event. This should also be included as part of the Appraisal process.

25. Staff development forming part of an on-going CPD requirement and agreed in advance by the Head of Department will be funded from departmental staff development funds, and any excess travel and subsistence costs will be refunded. The time to attend will be taken as part of the normal working week. Part time employees who attend during their 'non-working' hours will be permitted to take off a compensating period in lieu of the time spent at the conference. Support for subsequent CPD events will be discussed and agreed with line managers as part of the Appraisal process

Academic staff

26. University of Worcester higher degrees; although a higher degree it is a normal requirement for appointment to an academic post, there may be exceptional circumstances where it is agreed that an individual should be provided with support towards this level of qualification. Where the subject content of the programme is directly related to the future development of the department, there will be a fee waiver of up to 50% of the fees for a maximum period of six years for doctoral level study, and three years for Masters level. Employees are expected to make a personal contribution of at least 50% towards the course fees and study for programmes at this level in their own time. Support for subsequent years of study will be discussed and agreed with Heads of Departments as part of the Appraisal process.
27. Higher degrees at other higher education institutions; as above, it is the expectation that academic staff will be appointed having completed a higher degree. However, there may be exceptional circumstances where study at another HEI is agreed and where the subject content of the programme is significant for the development of the department. There will be a partial fee refund up to a maximum of 50% for a for a maximum period of six years for doctoral level study, and three years for Masters level. The fee rate at which a waiver will be applied for such programmes will be the equivalent University of Worcester fee rate or the fee rate of the institution concerned, whichever is the lower. These costs will be met from departmental staff development funds. Employees are expected to make a personal contribution of at least 50% towards the course fees and study for programmes at this level in their own time. Support for subsequent years of study will be discussed and agreed with Heads of Departments as part of the Appraisal process

Other professional staff

28. Programmes leading to a relevant professional qualification; the University is committed to development for professional staff who work in service areas. This includes, among others, Registry Services, Facilities, Finance, Communications and Development, Information and Learning Services and Personnel. It is an area for investment priority as the University expands and the need for professional advice and services increases.

Programmes that lead to directly relevant professional qualifications will normally be supported by the University where there is a clear and direct link to the plan for the service area and with the University's strategic plan, and the Head of Service endorses the request.

These programmes might be provided as day/block release, distance/e-learning learning and may also include visits to other organisations and to mentors.

The support provided will include refunding of course fees and time off to attend courses, up to a maximum of 20 days in a year for a full time member of staff. Part time employees will be entitled to a number of days pro rata to the full time equivalence. The funding will be provided from departmental budgets.

Normally, support for succeeding years will be given only where the individual shows satisfactory progress in their studies and has passed the appropriate exams/assessments for that year.

29. University of Worcester higher degree programmes for other professional staff; staff development in the form of part time study for higher degree level qualifications that are directly related to the role being undertaken may be supported by the University in the

following ways. Course fees will be waived up to a maximum of £1,500 or 50% in total which ever is the higher, where the course is studied at the University of Worcester. Employees will be expected to make a personal contribution of at least 50% towards the course fees. Where attendance is required this will be considered as part of the working hours for staff who work fulltime. Part time staff will be able to adjust their working hours in order to attend. The time period will be limited to three years for a Masters programme and six years for doctoral level study.

Support for subsequent years of the programme will be dependant on satisfactory progress in the previous year as assessed by the course director/supervisor in the form of a report to the Head of Department; this report will be discussed with the individual employee at the Appraisal meeting

30. Where the UW course is indirectly related to the role, support will be a fee waiver up to a maximum of £300 in total. The individual will be required to make a personal financial contribution to cover the balance of the course fee. If attendance is required during normal working hours a proportion of the time may be agreed with the Head of Department. The time period will be limited to three years for a Masters programme and six years for doctoral level study. Support for subsequent years of the programme will be dependant on satisfactory progress in the previous year as assessed by the course director/supervisor in the form of a report to the Head of Department; this report will be discussed with the individual employee at the Appraisal meeting

31. In exceptional cases where the course is directly related to the job and runs in another university, course fees up to a maximum of £1,500 or 50%, which ever is the lower, in total will be met by UW from departmental staff development funds. The balance of the course fee will be met by the individual. Where attendance is required this will be considered as part of the working hours for staff who work fulltime. Part time staff will be able to adjust their working hours in order to attend. The time period will be limited to three years for a Masters programme and six years for doctoral level study. Support for subsequent years of the programme will be dependant on satisfactory progress in the previous year as assessed by the course director/supervisor in the form of a report to the Head of Department; this report will be discussed with the individual employee at the Appraisal meeting

32. Where an employee wishes to pursue a higher degree in another HEI that is indirectly related to the role the person undertakes, support will be provided in the form of a fee refund up to a maximum of £300 in total from departmental staff development funds. The individual will be required to make a personal financial contribution to cover the balance of the course fee. If attendance is required during normal working hours a proportion of the time may be agreed with the Head of Department. The time period will be limited to three years for a Masters programme and six years for doctoral level study.

Please direct any queries regarding the Staff Development Policy to the HR team on training@worc.ac.uk