

Staff Development Policy Guidelines

These guidelines are to be used in conjunction with the University Staff Development Policy and have been designed to help managers and individuals turn the Staff Development Policy into practice. The guidelines include the following:

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1. Definition of Terms

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| <i>Staff</i> | Those who have a formal contract of employment with the University of Sheffield. |
| <i>Provision</i> | This refers to all types of development activity, as outlined below, undertaken either within or external to the University. |
| <i>Development Activity</i> | This is any activity that results in personal development. Examples include attending training courses and conferences, reading, job shadowing, working on projects. |
| <i>Continuing professional development</i> | Continuous Professional Development (CPD) is a requirement of some staff in order to maintain their professional status. |

2. Support for Staff Development

All staff should have:

- An induction to their role and to the University. As a minimum this should include:
For staff new to the University:
 - attending the Welcome to the University event
 - accessing the Induction Portal
 - completing the online fire safety training*For new staff and staff moving into a new role:*
 - any appropriate health and safety training
- Subject to discussion with, and the agreement of, their manager, and taking into account the particular needs of a member of staff, the equivalent of up to five days per annum of off-the-job staff development activity, (this may increase for those new to the University or new to a role within the University, or decrease for those more experienced members of staff)
- An annual review (through SRDS), taking into account the needs of the University, the faculty, the department and the individual. This will be the usual route through which individual development needs will be identified.
- A right to request training and to apply for study leave, in accordance with the relevant policies.

Useful links

Induction

<http://www.shef.ac.uk/hr/recruitment/induction>

SRDS:

<http://www.shef.ac.uk/hr/guidance/srds>

Right to request training:

<http://www.shef.ac.uk/hr/az/training.html>

Study leave:

<http://www.shef.ac.uk/hr/guidance/leave/study>

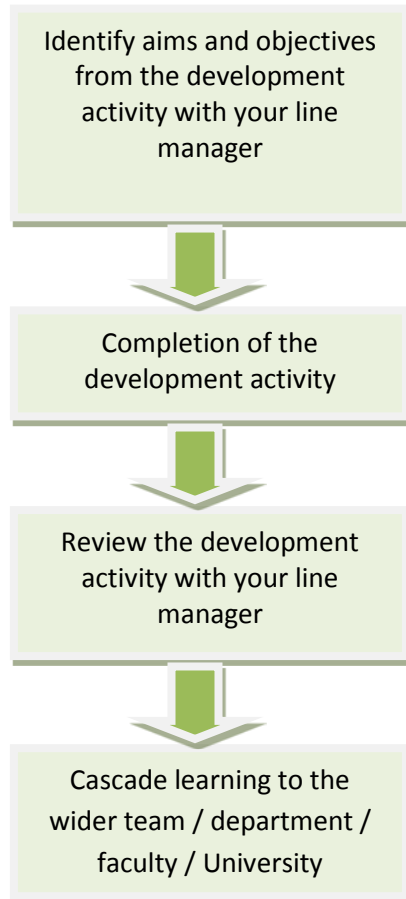
3. Provision

Development activities are delivered by a number of providers across the University. Wherever possible, these activities should be reviewed for suitability before looking outside the University.

Development Everywhere is a useful way-in to most of the development activity available to University of Sheffield staff. Access it at: <http://www.shef.ac.uk/hr/sld/developmenteverywhere>

To find information on undergraduate, post-graduate and part-time study courses at the University of Sheffield visit:
<http://www.shef.ac.uk/study/>

4. Attending a Course



Personal development is more than simply attending a course or job shadowing someone for the day.

In order to embed the learning it is important to have clear aims and objectives around what you want to achieve from the development and subsequently review this to see whether your objectives have been met. We recommend that the process on the left is followed for all learning and development activities.

5. Funding

All departments are expected to have an identified staff development budget to support the development activity of all staff within the department.

5.1 Time allowances

As a general guideline, departments should consider enabling individuals to take time away from the workplace to:

- Attend external courses
- Sit any related exams
- Undertake projects, study visits etc which are considered an essential part of the course

Individuals must gain agreement from their manager before taking time for these activities.

5.2 Reimbursement of Training Costs

In certain circumstances funding for external development activities may need to be reimbursed to the University:

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| <i>Absence/ Withdrawal</i> | If a member of staff fails to attend or withdraws from a course he/she will be required to reimburse in full any costs paid by the University. This will be reviewed on a case by case basis and will take into account any mitigating circumstances. |
| <i>Cessation of employment at the University</i> | If a member of staff leaves the University's employment within two years of the end of their course of study, the University will be entitled to ask for a proportion of its contribution to the course of study to be repaid. In the first year following the end of the course of study, that amount would be up to 2/3 total cost, in the second year the amount would be up to 1/3. |

5.3 Referrals/retakes

Support will only be available for members of staff who are referred or have to retake an exam if they can demonstrate that they were unable to participate fully in the course because of the unusually high demands of their role in the given period.

5.4 Non-attendance at University Courses

The provision of a programme of courses and workshops requires considerable resources (time, money and commitment). Non-attendance ('no-shows') or late cancellations at such courses and workshops results in inefficient use of those resources in a number of ways:

- Depriving another potential participant of the opportunity to use the place on the workshop or course
- Increasing the cost per participant for the workshop or course
- Requiring the running of additional events to accommodate participants when resources could have been put to alternative uses.

In future, providers of University provision reserve the right to charge a fee to those who either cancel within a week of the event or do not attend on the day (unless mitigating circumstances prevail).

6. Responsibilities

Learning and development should be a shared responsibility between:

- You as an individual
- Your line manager
- Your Head of Department

- Your faculty management team
- The University Executive Board
- Providers of development activity within the University

The table below outlines those responsibilities. All of these responsibilities should be seen in the context of the existing resource provision and business need.

Your Responsibilities

- To understand your role in the context of your departmental/ faculty objectives
- To keep your skills and knowledge up to date for your area of work, identifying any areas in which you may need support to perform effectively and, where appropriate, to ensure your Continuous Professional Development (CPD) is kept up-to-date to maintain your professional status
- To identify additional support requirements arising from institutional change and to make your manager aware of the support required
- To ensure that you undertake any training and development activity deemed essential by the University
- To take responsibility for your own development, creating a personal development plan with your manager in the light of your departmental/ faculty needs and available resources
- To share and cascade your knowledge, skills and experience with your colleagues

Your Manager's Responsibilities

- To identify jointly with you your development needs and ensure that relevant learning opportunities are provided where practicable
- To provide you with the information and development necessary to enable you to perform your role to appropriate standards at all times
- To help you develop your performance and effectiveness through appropriate feedback and support
- To ensure that appropriate action takes place through encouraging you to review your progress against your development objectives

Your Department's Responsibilities

- To establish and disseminate priorities and plans for the department from which team and individual objectives and development needs can be identified
 - To ensure support is available to fulfil identified priority needs
 - To establish a culture of learning and development through active encouragement of development for all staff within the department
 - To interpret the University Staff Development Policy for application within the department
 - To ensure that the development needs of all staff are assessed on a systematic basis in the context of achieving faculty, departmental and individual objectives
 - To ensure that there is equality of opportunity for all staff in access to learning and development activity
 - To support essential training for staff as identified by the University
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by ensuring staff have the opportunity to participate

Your Faculty's Responsibilities

- To establish and disseminate priorities and plans for the faculty from which departmental, team and individual objectives and development needs can be identified
- To support University-backed development initiatives
- To ensure equality of access to development across the faculty

The University Executive Board

- To ensure the development of policies on staff development to support the University's strategic goals
- To make available the resources and environment necessary for effective staff development to take place in line with its strategic direction

HR Responsibilities

- To develop policies on staff development to support the University's strategic goals
- Co-ordination of staff developers and staff development activity across the University
- To link faculty-specific development and ensure the sharing and dissemination of good practice

The Responsibilities of Providers within the University

- To provide appropriate development activities in line with the institution's strategic goals to help individuals and departments meet their agreed objectives
 - To advise the University with regard to external developments that will have potential impact on skills requirements of staff.
 - To address skills gaps that may have impact upon institutional performance.
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