

Staff Training & Development Policy

1. Introduction

This policy sets out the University's commitment to the current and future development of staff skills, expertise and ability in support of: University, Faculty/School strategy; other strategic and operational plans; and the job and career related aspirations of individual members of staff. The University recognises that effective staff development is not only vital to meeting future goals and ambitions but also makes an essential contribution to the development of a responsive, staff supportive and well managed institution.

2. Scope

This policy applies to all staff groups irrespective of differences in terms and conditions of service, seniority levels, working patterns and any other irrelevant distinctions. Implementation of this policy will pay due regard to the University's commitment to equality of opportunity as set out in relevant University Equality and Diversity policies. As a guideline for resourcing purposes it is recommended that at least 5 working days per annum is set aside for individual staff involvement in learning and development activities according to individual needs and requirements.

3. Responsibilities

Staff training and development is the responsibility of all staff in the University. In particular:

- **Senior managers** – in promoting a climate, and providing space and resources, to ensure that continuing learning and individual development is recognised as an imperative to meet the future plans of the University;
- **'Middle' Managers** – through providing the local infrastructure, support and resources to enable staff to take part in staff development activities;
- **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;
- **Individuals** – by taking responsibility for identifying areas where their work might be developed, making themselves aware of and taking advantage of suitable opportunities and applying their learning in their work;
- **Providers of staff development within the University** – through consulting staff about development needs and being responsive to feedback and requests for specific services.

4. Identifying development needs

The University will adopt a structured approach to identifying the development needs of individuals and particular staff groups. This will take place at various levels, reflecting a 'top down' strategic, and 'bottom up' approach:

Individual development needs – these should be identified and agreed through:

- an initial discussion as part of induction to the University and the individual's role;

- the annual Performance and Development Review process supplemented by regular follow up reviews (see separate guidance on the PDR process);
- ongoing discussion with staff about work performance and any changes to the work of the job-holder.

Team/Office development needs – these should be identified through:

- Consideration of collective skills updating needs as part of a regular process of setting out operational and work plans;
- Regular review of the work performance for the team or office in question.

School/Faculty/Directorate development needs – these should be identified:

- In conjunction with the strategic planning process and regular review of the performance of the unit against plans.

University wide development needs – to be identified through:

- Consideration of the skills updating implications of the University strategic plan;
- Consideration of the staff development implications of the introduction of new policies and procedures and changing external requirements;
- University wide planning reviews or staff feedback obtained through means such as the biennial staff survey.

5. Taking Action on Staff Development Needs

There are a variety of means of meeting identified development needs – see section 7. As part of ensuring appropriate support, and maximising the learning from staff development activities it is suggested that managers take an active part in briefing and de-briefing staff before and after engaging in some activity.

Before – it is recommended a discussion takes place to cover:

- The reason(s) why the development is required and specific outcomes/changes required in the job or role;
- How the new skills/knowledge/experience/qualification will be implemented in the workplace;
- What preparation is needed before the development activity.

After – a conversation to consider:

- Whether the development needs have been met;
- The skill(s)/knowledge/experience/qualification gained from the development and how this can be applied in the job;
- Any help or support needed to apply the new learning in the job.

All staff and managers should be encouraged to maintain records of their development activities – local records of Health and Safety training should be maintained as part of meeting statutory requirements.

6. Mandatory Staff Development Provision

The following staff development activities are mandatory and line managers should ensure staff participation in these where appropriate:

- **Induction/Initial Health and Safety Training** – the University is legally obliged to ensure new staff are given the Health and Safety Training/briefing required for new or changed roles. In addition each new member of staff will have a personalised induction plan. The University has developed separate guidance on Induction and mandatory Health and Safety Training;
- **Management Development** – all staff appointed to a managerial role in the University should attend training and development appropriate to that role – for example in leading teams, carrying out Performance and Development Reviews;
- **Equality and Diversity** – all staff who take part in a selection or promotion panel should have attended Equality and Diversity or Recruitment and Selection training;
- **Initial Development Programmes** – where it is a requirement of terms and conditions of employment staff should attend the relevant mandatory course linked to probation – for example training for new academic staff.

7. Other Staff Development Opportunities and Options

7.1. Open Staff Development Programmes

All staff should be encouraged to take advantage of the programme of staff development events offered by centrally based University Staff Development providers. The Staff Training and Development Unit, Directorate of Human Resources provides an programme of events aimed at all staff covering topics such as Management Development, Health and Safety, Interpersonal and Communications skills, Self Management and Organisation. Central computing services provide training in software applications and Corporate IS applications. Staff Development services are also provided in relation to Teaching and Learning Support, Disability Services, and by the University Counselling Services.

Attendance on centrally provided University staff development programmes should be discussed and agreed with an individual's line manager.

7.2 Courses of Further and Higher Education

All staff are able to apply to the central Staff Training and Development Unit for financial support to study for job-related qualifications - subject to operational release and availability of funding. A separate policy exists setting out guidelines for application and setting out arrangements on time off for study. Where staff wish to pursue University of Manchester qualifications and courses of study there may be a fee waiver provision in place. Information is available from the course admissions tutor or from the Student Support Services web-site. Fee waiver pro-formas are available from the Directorate of Finance.

7.3 External Events/One-off conferences/Seminars

STDU hold a small budget to which staff can apply for financial support to attend the above. Faculties and Schools may also hold funds to support staff attending external events.

7.4 Mentoring

The Central Staff Training and Development Unit and the Careers and Employability Division manage the University wide 6 month 'Manchester Gold Staff' programme. Local arrangement may also be in place to identify mentors for new academic and other staff.

7.5 On the Job Training

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.

7.6 Faculty and School Development Programmes, Seminars and Activities

As part of fulfilling their staff development responsibilities, Faculties and Schools are encouraged to develop provision of their own formal and informal programmes of staff development activity utilising the internal expertise of staff. Support is available from the central University Staff Development Providers in developing such programmes

8. Evaluation of Staff Development Activity

Managers should develop means of assessing how effective staff development undertaken has been in improving job performance. This should take place at a post development de-briefing and more generally within the Performance and Development Review Process. As part of the annual planning cycle Faculties/Schools and Directorates should review the value of any development initiatives they have put in place, and update their training plans in the light of revisions to business plans. As part of their operational reviews those providing staff development to the University should review the quality, relevance and usefulness of their provision.

Document control box	
Policy / Procedure title:	Staff Training & Development Policy
Date approved:	July 2005
Approving body:	
Version:	1
Supersedes:	
Previous review dates:	
Next review date:	April 2017
Equality impact outcome:	
Related Statutes, Ordinances, General Regulations:	
Related policies:	Performance & Development Review Procedures Right to Request Training Policy
Related procedures:	
Related guidance and or codes of practice:	
Related information:	
Policy owner:	Director of Human Resources
Lead contact:	