

MANCHESTER  
1824

The University of Manchester

STAFF **L&D**  
LEARNING AND  
DEVELOPMENT

# *Learning for All*

*Your Future is Our Future*

*Spring 2020*



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# Welcome

The Staff Learning and Development team are here to support your personal and professional development.

In doing this we also help the organisation go from strength to strength.

Our role covers everyone in the University, though we are not the only people working on learning and development so there may also be support from colleagues in your own area of work.

We work closely with learning experts around the University including those based in local teams and those supporting Academic staff and early career researchers.

We offer everything from face to face training to bespoke one to one development support. More and more of what we offer can be accessed directly from your PC, phone or other device, so you can learn at your own pace, where and when it's most convenient for you.



# What learning looks like

We understand that the greatest learning opportunities come from experiential and social learning but what does that learning actually look like? How can you identify what day-to-day activities allow you to learn through experiences, relationships or more formal learning situations?

To help understand the 70:20:10 model we have outlined some examples of how the model might apply to learning in your role. Take a look at each of the circles below to see examples of learning actions in each section.





# Ways to support your learning

The way we learn has changed. It's not just about the courses we go on, but your wider learning and how it is put into practice. There are a wide range of resources that can be used to sharpen up your skills. Many of these can be accessed via our StaffNet pages.



## Learning and Development Toolkit

Here you'll find articles, podcasts, videos and infographics to support your learning. The resources are grouped in topics including: personal skills, leadership and managing teams. [Click here](#)

## LinkedIn Learning

This platform is available in various places accross the University. Learning is directed via bitesize modules. Sign up to LinkedIn Learning via the [Training Catalogue](#).

If you already have a login [Click here](#)



## YouTube

YouTube is not just for cat videos and stunts. There is a plethora of videos that can support your learning too. We have our very own Coaching resources on our YouTube page.

[Click here](#)



## TED talks

Provides short powerful talks on a range of things from Technology, Leadership, Mindfulness and much more.

They can be really useful resources to expand your learning. We have highlighted a range of TED Playlists within our StaffNet pages including this list on Motivation. [Click here](#)



## eLearning Modules

eLearning courses are listed within the Staff Learning and Development StaffNet pages.

These can be signed up to via the Training Catalogue. You will need Blackboard access in most cases. [Click here](#)



## Podcasts

Podcasts are a fantastic learning resource and often focus on a particular topic or genre so finding the right one for your needs shouldn't be a problem. [View this list](#) of Educational Podcasts to support your learning and development. The University also has a podcast series for Managers' Essentials. These conversational style podcasts are design to help staff and, in particular, managers better understand topics relating to their role at the University. Listed currently are topics such as Unconscious Bias, Flexible Working, Mediation, and Equality and Diversity. [Click here to listen](#)

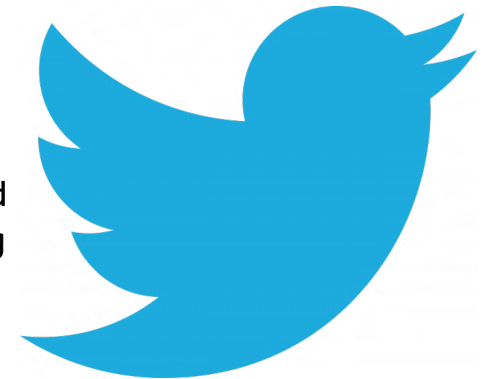


## Google Digital Garage

Google Digital Garage can be used to help develop your digital skills. There are a range of options and topics to improve your skills, enhance your career and build your confidence. [Click here](#)

## Social Media

Social Media is not just a tool to help you keep updated on the latest news or what your friends have been doing this weekend. Platforms such as Twitter can come in handy for your learning too. You can search for topic related discussions, follow conferences or start your own conversations and debates. Twitter lists can also be used to help keep track of people and accounts that will be relevant to your personal learning. Use hashtag #PLN (Personal Learning Network) to identify conversations and accounts that could help develop your learning. Take a look at our social media channel for what is happening and resources available through Staff Learning and Development. [Click here](#)



## Sixty Second Skills

These handy bitesize videos are delivered weekly. They provide tips and tricks on different topics such as: Academic advising, supporting students, digital literacy and research skills. [Click here](#)



# Working effectively

In the University there has been a great deal of change and this will continue throughout the coming years.

We have outlined some areas and resources over these 6 sections to help you set yourself up for coping with change, looking after your wellbeing and that of those you may manage and developing your resilience in dealing with change.

Explore the pathways which most appeal to your learning and development aims.

You can review these resources throughout the year or consider sitting down with your manager during the P&DR process to source opportunities that will be beneficial for you to act on.

Your P&DR may only be once a year but your development continues all year round. If you are new to the University, have not taken part in this process or are looking to refresh your knowledge, take a look at our P&DR training sessions for [reviewers](#) and [reviewees](#).

An academic P&DR eLearning resource has been launched to support delivery of P&DRs in your area of work and can be accessed [here](#)

## 1. Wellbeing

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## 2. Your P&DR session

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## 3. Resilience

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## 4. Career development

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## 5. Coaching and Mentoring

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## 6. Digital skills

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# 1. Wellbeing

When was the last time you focused on your wellbeing or social development? Learning takes many forms, it is important to make time for alternative types of learning and to balance your work-life and personal wellbeing.

The University offers an array of opportunities to help you expand and develop in different areas, some of which you may not expect, so take some time out to look after yourself.

The University's [Wellbeing site](#) contains links to different events, wellbeing strategies, opportunities and more.

The Six Ways to Wellbeing is a good place to start. Connect, be active, take notice, learn & discover, give and be healthy! You can find out more on the site above.

For specific Wellbeing events at the University, the Wellbeing team have a [calendar](#) brimming with events throughout the year!



We have a range of events from University and guest speakers being held across the year focussing on different aspects of personal wellbeing.

You can sign up to attend the events and find recordings of the past lectures [here](#).

Look out for future events advertised on the UoMwellbeing Twitter page or Wellbeing StaffNet pages. Click the wellbeing heart opposite to visit the profile page.



The work-life balance is important to maintain. To help you achieve the happy medium, take advantage of the events, resources, classes and more that the University has to offer.

Our toolkit also offers resources to guide you with wellbeing issues in your day to day life.  
Find out more

### **Connect**

Part of the University's Six Ways to Wellbeing is Connect. Making contact with the people around you can be beneficial for work and wellbeing. There are a range of resources to help you do this. Check out the University's Community pages for more details on getting involved with the work environment and people around you.

[View](#)

### **Fitness and Wellbeing classes**

Fitness classes are available across campus and include a wide variety of activities such as Zumba, pilates, yoga and mindfulness classes.

[Fitness classes](#)



### **Events and Activities**

The University offers a range of events, activities and benefits that you can get involved with. These include, performances, heritage tours, lectures.

[Take a look](#)

### **Staff Wellbeing Champions**

Do you know who your wellbeing champion is? If not seek them out or consider becoming one yourself.

[Find out more](#)

[Mindfulness events](#)





## 2. Your P&DR Session

It is very easy to forget how you felt about things at different stages, and even why you thought a particular goal was important. Carefully documenting your thinking will help to show you what works best, what you have enjoyed or not found valuable, and will probably point you towards more suitable activities or areas for development.

You can use this [template](#) to keep track of your personal development plan or create something more tailored to you and to include your best way of working.

You can find information on planning for your P&DR and how to complete it using our [Managers' Essentials resource](#)

Give yourself some time regularly to think about your future. Finding time might be a challenge; you must be responsible for your own development.

Remember that feedback is useful in building your plan – so ask your peers, colleagues, team members, your manager or project leader what they think when you try something new and look for themes to help you develop.

Revisit SMART objectives to make sure you are putting together aims for yourself that have impact and will motivate you to achieve. Enjoy your learning experiences and have fun doing so!

You can access guides and the online PDR system [here](#).

Performance and Development Reviews are a valuable tool to enable all staff to be successful in their roles, and provide the opportunity to discuss how the University can offer support to achieve this. To ensure effective reviews take place, we have produced a new easily accessible online training package that will be of great benefit to Academic staff with reviewing responsibilities.

Further information is available [here](#).

We also have a resource to help you [get the best from your PDR meeting](#).



# 3. Resilience

*Take a moment to consider how you are preparing yourself for change or how you react when dealing with a challenging situation*

Change is inevitable and we are living in a world that is characterised by rapid change and life at the University is no different from this.

How you deal with change and everything that life has to offer can be a challenge. This is where being resilient comes in and can help you both at work but also within your personal life.

Wellbeing is key to improving and developing your resilience so it would be worth reviewing the page on [wellbeing](#) in this guide.

Staff Learning and Development provide a wide range of support as well as offering options for your own personal learning and development.

## [Developing Personal Resilience for Change](#)

This is an interactive workshop for all members of staff who wish to build their ability to cope with and perhaps even thrive in change situations. Through a variety of activities and models, participants are invited to consider their habitual responses to change, and to recognise that if they desire to modify these, then some personal experimentation will be needed.

Linkedin Learning have a great deal of resources for self-directed development. This allows you to focus, develop and improve your resilience at the point of needing it. You can view a list of resilience programmes [here](#) and if you are interested in gaining access to Linkedin Learning then visit our [Staffnet page](#).

## Further resources on Resilience

[Resilience on the Learning and Development Toolkit](#)  
[Change Management Essentials](#)

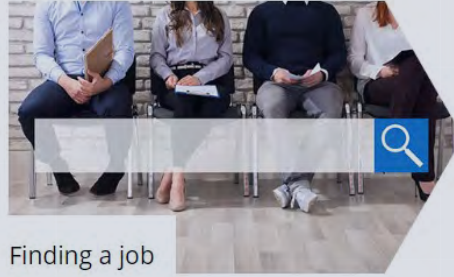
*"A positive mindset can help you deal effectively with challenges at work and in your home life"*

# 4. Career Development



Managing your career

Get help planning your career to achieve your full potential



Finding a job

Brush up on your job search skills here

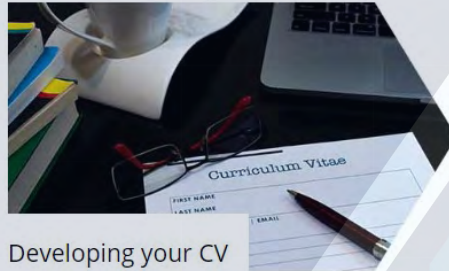
*Looking to boost your skills  
and career prospects?*

At the University of Manchester we are positive about helping and supporting your career plans.

If you are a line manager supporting your team there are lots of resources here on [Managers' Essentials](#).

Whether you are just thinking about developing your career or actively ready to secure a new role, it is important to plan and prepare well. [The Staff L&D Career Development Pages](#) will help you manage your career.

[SLD Career Development Workshop](#)  
[LinkedIn Learning resources - Pathways to Career Development](#)



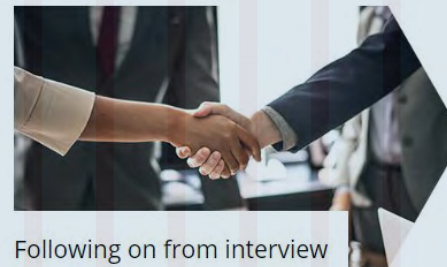
Developing your CV

Developing your CV and supporting materials



Preparing for interview

Preparation is key to a successful interview, find out more here.



Following on from interview

Whether you were successful or not, check here for advice on what to do next



Top links

Find further information on careers advice



# 5. Coaching and Mentoring

## What is coaching?

Put simply, coaching is a way of giving you time to think. It's also a way of having a confidential conversation with a qualified coach in a way that is safe, challenging and supportive.

It can be a thought provoking and creative process that allows you to explore possibilities before deciding on a way forward and identifying what you need to do to ensure success.

Each coaching session is unique and individual, however typically a coach may work with you in one of four areas.

[Coaching Lessons \(for non-coaches\)](#) is a series of 10 x 12 minute online coaching lessons that can be accessed via computer, tablet or mobile phone. They help you to understand the power of coaching conversations and also to master the key concepts and skills involved.



Mindset is an online self-coaching tool that has been designed to create sustainable change through increased levels of self-awareness, self-reflection and accountability.

Topics addressed through Mindset include Imposter Syndrome, Perfectionism, Wellbeing and Change Readiness amongst others.

To request access to Mindset or further details please email [coaching-StaffLD@manchester.ac.uk](mailto:coaching-StaffLD@manchester.ac.uk)

Staff Learning and Development also delivers both [Coaching Skills for Managers](#) courses and [Coaching Conversations](#).

## How to request a one to one coaching relationship

Any University colleague can request to work on a one to one basis with a trained coach. To request support through coaching please complete and return the [Coaching Application form](#) or for an informal discussion please contact [coaching-StaffLD@manchester.ac.uk](mailto:coaching-StaffLD@manchester.ac.uk)

**Mentoring** is a development activity, which offers mentees an opportunity to:

- Foster self-reliance, self-confidence and a belief in their own potential;
- Identify their own development needs and goals;
- Write their own development plans;
- Solve problems by analysing, reflecting and enhancing their self-awareness.

Consequently, the mentor acts as a conduit to self-discovery and reflection and offers the mentee space and time to make their own decisions.

This may mean:

- Helping to set goals and identify opportunities to develop
- Offering the opportunity to try out new ideas in safety
- Giving time and space and helping to problem solve
- Giving encouragement and feedback
- Helping to develop connections
- Sharing their own experiences
- Challenging the status quo
- Being inspirational

For further information and resources on mentoring please see our [Mentoring StaffNet page](#),



# 6. Digital Skills

## How are you developing your skills for a digital era?

The world of work is changing at a rapid pace and each of us need to keep up with the digital transformation happening in our work and home lives.

Develop your thinking about how the digital world is affecting work as we know it with this interesting TED Talk.



[Watch now](#)

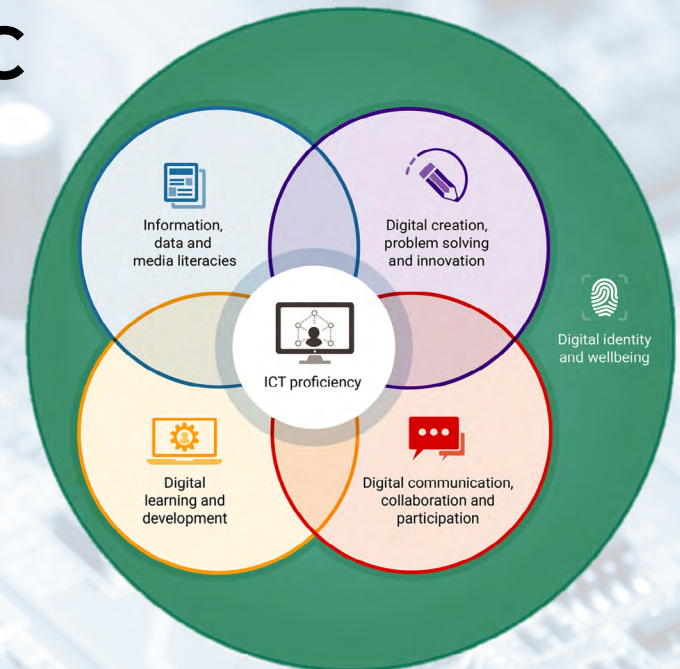
Think about how you can keep up-to-date with new digital developments in your role.

Now could be an ideal time to start developing your digital skills and awareness using new technology and systems.

You can read more about digital capabilities here through the [Jisc – Building digital capability pages](#).

If you are interested in assessing your digital capability against the Jisc Digital Capability Framework, take a look at the Jisc Discovery Tool and register to complete the survey tool here.

## Jisc



Jisc has created a series of role profiles which contextualise the six elements for particular roles and provide a useful tool for reviewing skills individually or across teams.

See each of the role profiles below to better understand how the Jisc Framework is reflected in roles across the University.

- [Teacher profile \(HE\)](#)
- [Learners](#)
- [Researchers](#)
- [Research manager/research professional staff in higher education](#)
- [Learning technologists](#)
- [Library and information professionals](#)
- [Leaders](#)
- [Professional services staff in education](#)



# 6. Digital Skills

[iDEA](#) is an [international programme](#) that helps you develop digital, enterprise and employability skills.



Through a series of online challenges, you can win career-enhancing badges, unlock new opportunities and, ultimately, gain industry recognised awards that help you stand out from the crowd.

You can work towards your Bronze, Silver and Gold badges and develop a wide range of digital skills along the way.

Develop your digital skills with support from tech giant, Google!

Their [Digital Garage](#) is free to use and provides content on an array of topics from increasing productivity at work to the fundamentals of digital marketing.







LEARNING  
WITH **Lynda.com**® CONTENT

# LinkedIn Learning

Need to learn something new and need to learn it now?

## *iPhone and iPad Essentials*



Click to launch

LinkedIn Learning is a great place to start!

This is where you can focus on you and your needs when you need it. For example if you want to improve your Excel skills, why not watch a LinkedIn Learning video based course and learn specifically what you need to understand!

LinkedIn Learning, powered by Microsoft is an online learning platform which allows you the opportunity to learn something new when you want to learn it.

You can go to [LinkedInLearning.com](https://www.linkedin.com/learning) or by using the app via a smart device (Apple or Android devices) in order to learn on the go. This [YouTube page](#) gives you more information on LinkedIn Learning.

You can choose to learn something by following a full course or “playlist” or you can simply select the specific content you wish to learn. With the app, you can learn on the go and even download content.

## *Learn Excel*



Click to launch

Each course often comes with content to download in order to help you continue your learning through exercises, quizzes or guides.

If you do not yet have access to LinkedIn Learning please request via the [Training Catalogue](#)

## *Memory Skills*



Click to launch

## *Learn Excel*



Click to launch

# Managers' Essentials

Every manager has a role to play in realising the potential of the people that work for them and creating a strong employee experience. From preparing to welcome a new starter to handling a resignation and everything else in between, these activities are central to managing at the University of Manchester.

In order to help you to achieve this, we have created [Managers' Essentials](#).

Watch the video to the right to hear more about how Managers' Essentials can support you.

Why not try our '[choose your own adventure](#)' learning to help you bring policies to life?

You can find podcasts on a range of subjects useful to people managers, including how to support staff experiencing mental health difficulties, the role of managers in wellbeing, tips and hints for effective communication and managing flexible working. Click the headphones opposite to visit the podcast site.



**Coming soon:** We will shortly be launching a whole new area on Managers' Essentials to assist managers with all aspects of effective recruitment and selection.

This new area will include subjects such as delivering candidate experience, avoiding discrimination and bias and designing interview questions.

[Change Management Essentials](#) offers you the opportunity to gain skills and knowledge to better equip you in leading, delivering or experiencing change within the University.

The change toolkit provides helpful 'how to' guides and resources on the University Change approach and we also have courses and self-paced resources to build and develop your change skills.



[Listen to the full Managers' Essentials podcast series by clicking the headphones](#)



# Social Learning & Events

*Take a moment to consider something you learnt informally during the last week...*

Social learning can be gained through talking with others or experiencing something new. The University provides a number of opportunities to do this.

Review the [wellbeing page](#) in this guide as this provides a wide range of opportunities to meet staff and students from across campus and to experience our very own living campus.

When you have time, spend five minutes reviewing our range of activities and events on campus by clicking the calendar opposite.

We don't just learn through a formal course or programme, in fact as the old saying goes "every day is a school day", this is social learning in action.

***"Stay curious"***





# Academic Teaching and Learning Opportunities

Staff Learning and Development events and workshops are delivered in conjunction with experienced Academics and offered to any Academic in any Faculty wishing to work on developing themselves and their career in the area of teaching and learning.

## University wide T&L Development Opportunities

Information on University wide events and resources to support academic focused Teaching and Learning staff.

Each Faculty also has learning opportunities.

For information on what SL&D and your faculty offers on teaching and learning, [read more here](#).

Biology,  
Medicine and  
Health

Humanities

Science and  
Engineering

## Highlighted Resources to support Teaching and Learning Academic Staff

### Academic Advising Toolkit

Information and resources to support academic advisors.

[Read more](#)

### Academic Advising eLearning

Academic Advising online module to support advisors.

[Read more](#)

### Counselling Service Training

Resources and learning opportunities to support students with related mental health problems

[Read more](#)

# Evaluation and Impact

*How do we know if our L&D activities do what they are supposed to do?*

*What do you do when you want to let people know how good, (or not so good!) your learning experience was?*

*Are there ways in which a course could be improved?*

The answer to these questions rests in a range of evaluation techniques and guidance that Staff Learning and Development, in conjunction with other University colleagues, are working to implement. These mechanisms will help us to make sure that L&D activities do what they are set out to do, and allows participants to feedback what works and what doesn't.

Our evaluation approach aims to ascertain:

- whether our learning activities have achieved the impact required;
- that set standards of service are being met;
- any potential changes required for continuous improvement and fitness for purpose, and
- the level of learning of the participant and how it has been transferred into action.

## Have you undertaken a course or learning event recently?

Your feedback is important to us. It helps us to make sure that your learning experience is making an impact, and helps us to improve what we do.

Complete the survey now by using this QR code!



## Want to know more?

Have a look at this L&D Toolkit article about evaluation:  
[Introduction to Evaluation](#)

### Evaluation methods

There are a number of methods that can be applied to evaluate L&D activities. One of the most well-known is the Kirkpatrick Model, which looks at evaluation activities on a number of levels. You can read more about this method [here](#).

The Kirkpatrick Method is reflected in some of our evaluation techniques. We also use Success Case Methodology, which you can read about [here](#).



# A handy guide to the Training Catalogue

The Staff Learning and Development Training Catalogue is your first point of access to our face-to-face programmes. Visit [Training Catalogue: Book a course](#) from Quick Links on our [StaffNet page](#).

## View and book a course

To view and book a course, simply search for your chosen course in the search box. For example if you are looking for a course on Management search for terms such as 'Managing', 'Manage' or 'Manager'. If you know the exact course code you can use this as your search term. Once you see the list of courses available, select the course code to view the course outline and application details.

## Applying for a course

Application for most courses is simple: hit "apply" on the bottom right of the page. Some courses will require you to read the directions in full on the course outline page and they may have a specific process to follow. After selecting 'apply' choose the date of the course you wish to attend. If no dates are available or the current one doesn't work for you, then choose the option to "add me to waiting list" and when future dates are added, we will let you know.

## Cancel a course

If you cannot attend, or you wish to cancel your place on our waiting lists, then simply select "[Training Catalogue: Cancel a Course](#)" from Quick Links on our StaffNet page. This will take you to your current course listings. Find the course you need to amend, and select the cancel options from the far right side. This way your place can be offered to someone else.

## Access and print your records

You can also access your learning and development activities from the search page of the Training Catalogue. To do this select the link on the on left title 'My Training and Development'. From here you can then print and save your training records for your next P&DR.

# Contact Us

## Staff Learning and Development team

For further support and guidance on your learning and development contact the team via [email](#) or speak to the Co-ordinator for your areas.

[Co-ordinator contacts.](#)

Good luck with your personal and professional development. For further guidance on your P&DR take a look at the [guidance on StaffNet](#) and use this [template](#) to help complete your development plan.



## You may also want to contact

[The Library Service](#) has a range of resources and support available to all, from a full catalogue of books and journals, equipment and study areas to online resources and classes from [My Learning Essentials](#) and [My Research Essentials](#).

[Faculty areas](#) - your Faculty has training and support available to support your learning and development.



# Open Programme 2020

Visit our [Staff Learning and Development webpages](#) for our most up to date information.

Some of our courses are running via Zoom and others are available via online platforms.

Email [staffLD@manchester.ac.uk](mailto:staffLD@manchester.ac.uk) or talk to your learning partner if you need specific help at this time.

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<http://www.staffnet.manchester.ac.uk/staff-learning-and-development/>

