THE UNIVERSITY OF SUSSEX

Staff Development Policy

1 Overarching principles:

1.1 The University shows commitment to the development of its staff through encouraging an environment conducive to learning, and providing resources for learning in a variety of ways.

1.2 The University’s staff development gives learning opportunities to all staff regardless of employment status and category, as appropriate to needs.

1.3 The University seeks to embed equality of opportunity in all aspects of staff development planning, organisation, delivery, opportunity and evaluation.

1.4 The vital contribution staff make in assisting the University to achieve its aims is recognised. Staff development plays a key role in supporting staff to make that contribution, as well as aiming to help individuals experience fulfilment and a sense of well-being whilst working at the University of Sussex.

1.5 In order to gain the most benefit, the University’s staff development processes need to be closely linked to other planning and review cycles including staff induction and appraisal schemes, the annual planning round, annual academic monitoring and periodic subject reviews.

2 Responsibility for staff development:

2.1 University level

2.1.1 The Vice Chancellor, with the Senior Management Group, are responsible for the overall direction and resourcing of University staff development. An appropriate Pro Vice Chancellor is delegated to co-ordinate and communicate this overall direction.

2.1.2 The Director of Human Resources Division, assisted by the Deputy Director of Human Resources Division (Staff Development), is responsible for interpreting this overall direction into Staff Development Policy and its implementation strategies.

2.1.3 The University Staff Development Working Group assists with reviewing Staff Development Policy, its implementation strategies and recommending appropriate changes based on feedback from the University community. It also contributes to effective organisational communication and synergy through identifying links between local and central staff development activities.

2.1.4 The Staff Development Unit (Human Resources Division) is responsible for supporting the aims of the University and its overall staff development direction. This includes producing and evaluating an annual Corporate Staff Development Plan, offering support in writing unit staff development strategies and plans (including arrangements for staff induction and appraisal), managing the University’s central staff development budget and its fair allocation, organising a range of in-house staff development programmes and providing advice to individuals and teams on specific development matters.

The Staff Development Unit works in close collaboration with the other key staff development stakeholders such as the Teaching and Learning Development Unit, Information Technology Services and the Health, Safety and Environment Office to ensure consistency of approach.
2.1.5 It is the responsibility of the Senior Management Group, Academic Policy and Standards and the Human Resource Sub Committees, in that sequence, to advise on, approve and evaluate the University’s annual Corporate Staff Development Plan (see 4.1 below). This Plan should also be taken into consideration when the University apports the annual central staff development budget.

2.2 School level

2.2.1 The Dean (and Director/SPRU) is responsible for ensuring University staff development policy, including staff induction and appraisal, is implemented, embedded and evaluated throughout his/her area of responsibility, as well as allocating adequate resources to fund local staff development initiatives.

2.2.2 In liaison with the Dean, the School Administration Manager (and where appropriate the Technical Services Manager) is responsible for the planning, implementation and evaluation of all aspects of staff development for School and Department support staff including staff induction and appraisal.

2.3 Department/Division level

2.3.1 In liaison with the Dean, the Head of Department is responsible for mapping academic staff development processes onto department structures such as compiling an annual unit staff development plan and ensuring its implementation, including links with other planning and review cycles such as staff induction and appraisal review, annual academic monitoring and period subject review.

2.3.2 The Administration Director is responsible for ensuring University staff development policy, including staff induction and appraisal, is implemented, embedded and evaluated throughout the Division. This will include the delegation, where appropriate, of annual unit staff development planning and evaluation at section level and the allocation of resources to fund local staff development.

2.4 Line management level

2.4.1 The line manager is responsible for driving, encouraging, facilitating and evaluating team and individual staff development involvement and activity. For the individual, this process will be closely aligned to the University’s Staff Induction and Appraisal Schemes.

2.5 Individual level

2.5.1 The individual member of staff is expected to embrace change and learning through the identification of, and involvement in, staff development. The identification and evaluation of individual staff development will be closely aligned to the University’s Staff Induction and Appraisal Schemes.

3 Expectations

3.1 Learning and subsequent development can take place in a variety of ways including coaching, mentoring, work shadowing, work placement, e-learning, further/higher education courses and other professional qualifications, action learning, team development activity (eg ‘awaydays’) and in-house and external short courses.

3.2 It is recommended that a member of staff should expect to spend a minimum of four days per year on development activity, especially during the first year of employment in a new role.
4  Staff development planning

4.1 The University compiles an annual Corporate Staff Development Plan which identifies the main staff development activity aligned to current University strategy, as well as reflecting generic personal development needs of individuals, in particular to support staff to cope with change. The evaluation of this plan is articulated through an annual University Staff Development Report considered by various University committees (see 2.1.5 above).

4.2 As part of the University’s Annual Planning Round, units are required to compile a local/unit annual staff development plan. The definition of a ‘unit’, and who needs to produce a unit staff development plan, should be identified by the Dean - or other senior staff responsible for a key area such as SPRU, an Administration Division - as appropriate to the size and structure of the area of responsibility.

4.3 It is the expectation of Academic Policy and Standards Committee that staff development planning will be undertaken at departmental level. In Schools of Studies, therefore, both school and departmental plans may be produced; where only school level plans are produced these must incorporate departmental level activity.

4.3 Units are required to evaluate unit annual staff development plans and to produce an annual report on the plan’s outcomes.

In the case of Schools of Studies and Departments these annual unit staff development plans and outcome reports will be monitored and evaluated by the Teaching Enhancement and Quality Assessment Committee.

In the case of Administration Division these annual unit staff development plans and outcome reports will be monitored and evaluated by the Administration Division Management Team.

4.4 Individuals are required to compile and evaluate an annual Personal Development Plan in collaboration with their line manager/appraiser as part of the University’s Staff Induction and Appraisal Schemes.

5  Staff induction and appraisal processes and their links to staff development

5.1 The University’s staff development is closely linked to staff induction and appraisal processes. Schools and Divisions are required to produce an implementation strategy which maps responsibilities and other local arrangements aligned to linking staff development, staff induction and appraisal processes within their area.

6  Guidelines to support this Policy document

6.1 Guidelines will be provided to support the implementation of all aspects of staff development including new staff induction and staff appraisal.

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