



leeds metropolitan university

People Development Policy

People Development Policy

Introduction

As an Investor in People, we are committed to developing effective strategies to improve the performance of our organisation through its people. As such, we acknowledge that our people are our most valuable resource. People development is the principal mechanism by which we ensure that all staff, both academic and support, are able to deliver our University's strategic objectives, at both individual and faculty level.

Objectives

The policy has the following objectives:

- To align our people development with organisational goals.
- To ensure that *all* of our people have equal access to suitable development opportunities for their role, in accordance with our Equality Statement.
- To enable our people to enhance their performance in their current roles.
- To enable our people to develop their careers effectively.
- To ensure a consistent approach to our people development across faculties and service areas, and how decisions are made.

Identifying Development Needs

Development which is regarded as essential includes the following:

For all staff

- "Welcome to Leeds Metropolitan" Induction.
- Safety, Health & Wellbeing information as part of induction
- Health & Safety E-learning Modules.
- Equality & Diversity, including E-Learning Modules.
- PGCHE (for academic staff)
- Customer Care

For all managers

- Managing Stress
- PDR Reviewer
- Recruitment & Selection
- Equality & Diversity
- Discipline & Grievance Procedure

Individual development needs should be identified and agreed through the annual Performance and Development Review (PDR) process. Additional needs may be determined through ongoing discussions between the individual and their manager, peer observation, faculty or service area plans and peer or student feedback.

Identifying Provision

Development needs can be met through a range of methods, which may include:

- Formal course provision & qualifications, whether internal or external.
- People Development programme, including Institute of Leadership & Management (ILM) programmes
- Assessment, Learning & Teaching (ALT) provision
- Coaching
- Faculty/service areas' internal development arrangements
- Self-directed activity such as reading
- Attendance at conferences and other external events
- Volunteering
- Work shadowing
- Secondments
- Team away days
- Good Practice website/E-learning
- Offering staff the opportunity to expand aspects of their role in order to gain experience where appropriate (not for financial reward)
- Action Learning

Applying for Development

- All workshops and training events delivered by the Assessment, Learning & Teaching (ALT), or People Development teams, other than those requiring a selection process, can be booked online using iTrent Self-Service.
- Staff applying for Institute of Leadership & Management (ILM) programmes need to complete the relevant application form, which can be found on the people development website.
- All staff development must be approved by the individual's line manager.
- If development is linked to volunteering, the University's volunteering policy should be considered.

How Decisions are Made

- Our in-house People Development sessions are not generally subject to a selection process. However, certain programmes (such as ILM) employ selection procedures to ensure that the needs of the individual will be met by the programme, and to fill limited places on a priority basis.
- Within faculties/corporate services, it is expected that the Dean/Head of service retains overall responsibility for the budget and strategic decisions regarding investment in people development. This responsibility may be delegated to the relevant manager as appropriate.
- Each faculty/corporate service will convene a staff development panel made up of a Dean/Director (or nominee), Associate Dean, Chief Operating Officer and HR Manager, in order to consider requests for funded development. They may decide to invite a manager from another area to join the panel, and can request advice/input from their designated People Development Adviser to inform decision-making.

- Deans and Heads of corporate services are expected to fully fund programmes of study and conferences within the available budget, so long as:
 - The course/conference is relevant to the applicant's role and is likely to enhance their performance within the role.
 - The knowledge and skills acquired by achieving the qualification will help the applicant to contribute more effectively to the work of the faculty/service area.
 - The course has been identified as a development need within the applicant's PDR.
 - The course is regarded as good value for money.
 - The faculty/service area can support the applicant in transferring the learning from the course back to the workplace.
 - The applicant is willing and able to study outside of normal working hours, in addition to any day release arrangements (see provisions for study).
 - The applicant is aware that if they leave the course early or voluntarily leave the University's employment before the course is completed, they may be required to pay back fees (see provisions for study).
 - Where colleagues apply for funding or time off to undertake development that is not directly work-related, it is not expected that full funding would be approved.

Funding

- The annual University-wide People Development programme is funded from within Human Resources; as such, there is no cost to faculties or other corporate services. ***Please note that a charge of £100.00 will be levied on the employing department for non-attendance or cancellations within 3 working days.***
- Faculties and corporate services manage their own budgets and will consider recommendations/applications for funding in relation to:
 - their local operational priorities.
 - the available budget.
 - the criteria identified above.

Provisions for Study

Staff who have been given approval and full funding support to undertake an accredited/formal programme of study should also have access to the following provisions:

1. Paid time off to attend the parts of their course which overlap with work time. Staff should not be given any extra time off in lieu, or be expected to work extra time, to compensate for

time spent on a course.

2. Paid time off for attendance at exams at the rate of ½ day per exam, subject to a maximum of 2 days per annum.

Where the programme of study is being funded to a value in excess of £1000 annually, staff who leave their chosen course of study early, or voluntarily leave the University's employment before the course is completed could be required to reimburse the University a proportion of their fees according to the guidelines below, within the following timescales of completing the course (see Appendix 1):

If the applicant leaves within	% to pay back
0-6 months	100%
6-12 months	50%

Return on Investment

- The People Development team evaluates all training and development activities which they deliver or administer.
- Our staff are expected to evaluate the activity they attend, to aid future development planning. The manager may consider it appropriate to ask staff to share their learning with other staff within their area, either by giving a verbal update or writing a report or reflection.
- Managers are expected to engage in the evaluation of the effectiveness/impact of development programmes through feedback to the individual and/or people development team.
- The annual People Development report to Governors highlights return on expectation/return on investment.
- The Investors in People process ensures that evaluation methods are assessed on a regular basis.

Responsibilities

1. Responsibility of the Individual

Individuals are responsible for.

- Identifying gaps in their knowledge and skills and considering which development activity might best satisfy the need.
- Actively seeking feedback on their performance, both positive and constructive.
- Discussing these needs with their line manager during their Performance Development Review meetings.

- Gaining line manager approval for any courses applied for.
- Ensuring that their agreed performance objectives are achieved and that progress is recorded.
- Taking an active role in their own development.
- Maintaining a personal development record.
- Undertaking activities leading to accreditation or certification, where appropriate.
- Committing to attending a training course when booked, and advising their manager and other colleagues in advance of their absence.
- Applying their learning back in the workplace.

2. **Responsibility of the Manager**

Managers are responsible for:

- Providing opportunities to staff throughout the year for the review of individual objectives and to discuss training needs.
- Ensuring that staff are released to undertake their essential training requirements.
- Monitoring people undertaking development and ensuring they are supported in transferring learning back to the workplace.
- Providing regular positive and constructive feedback on performance.
- Carrying out PDR discussions that identify appropriate development activity.
- Ensuring equal opportunities in access to training and development is in accordance with our Equality Statement.
- Regularly considering the training needs which will enable staff to respond effectively to change.
- Making appropriate provision for the release of staff from their duties in order to engage with training and development, and viewing this as a priority.
- Considering other development opportunities for staff in addition to attendance at training courses – eg. community partnerships volunteering, shadowing etc..
- Participating in the evaluation of the impact of training.

Individual managers may have their own staff development budget to manage and it is expected that this is done with strong reference to the needs of our University as well as those of individuals within the faculty or resource centre.

It is expected that Deans within Faculties and Directors within Corporate Services are responsible for identifying and incorporating development needs for their area into their relevant operational plan, and reporting on the outcomes of that investment in a transparent way.

3. Responsibility of the People Development Team

The People Development Team is responsible for:

- Ensuring that training and development is tailored to the needs of all staff, as highlighted through the PDR process. The team will ensure sufficient need has been identified prior to designing or commissioning a training course.
- Ensuring that our new people experience an induction programme that is tailored to their needs, of an excellent standard and one that allows their effective and timely integration into their role, team, faculty and University, in accordance with our Induction Policy.
- Liaising with managers to identify and design opportunities for staff training and development. This will include team development and liaison with the relevant people development adviser who will be involved at the start of the process.
- Arranging for the delivery of appropriate training and development activities.
- Liaising with faculty and service area managers to ensure training and development is responsive to internal change.
- Evaluating training and development activities in order to ensure quality of delivery, value for money and impact on individual and organisational performance.
- Working with a range of internal and external training providers, eg Carnegie Great Outdoors; ALT, Carnegie Leaders in Learning, to ensure that training is of high quality, engaging, experiential when appropriate, and diverse.

A development activity that has funding requirements is an outcome of a PDR discussion.

The line manager can approve in principle, taking into account the criteria outlined in the policy:

- The course/conference is relevant to the applicant's role and is likely to enhance their performance within the role.
- The knowledge and skills acquired by achieving the qualification will help the applicant to contribute more effectively to the work of the faculty/service.
- The course has been identified as a development need within the applicant's PDR.
- The course is regarded as good value for money.
- The faculty/service can support the applicant in transferring the learning from the course back to the workplace.
- The applicant is willing and able to study outside of normal working hours, in addition to any day release arrangements (see provisions for study).
- The applicant is aware that if they leave the course early or voluntarily leave the University's employment before the course is completed, they may be required to pay back fees (see provisions for study).

The faculty/service development panel will make the final decision with regards to all funding requests.

Based on the above, if the line manager supports the request, an Application for Funding form (Appendix 1 of the People Development Policy) is submitted to the faculty/service development panel.

Using the same criteria, and taking into account local budget implications, the development panel will consider all requests for funded development.

The development panel is responsible for the following:

- Confirming their decision by completing Section B of the Application for Funding form
- Confirming the outcome to both the line manager and the individual member of staff
- Forwarding the form to their relevant People Development Adviser

The HRIS team will then:

- Update the individual's iTrent development record

SECTION A – for completion by the staff member and their line manager

Full Name		Staff Number	
Faculty/Service		Extension no.	
Activity Type (e.g. conference)		Activity Name	
Cost (Per Year)		Duration	
Total Cost		Project Code	

Please outline what you are hoping to gain from this development activity, and how it will enhance your performance in your current role.

Please outline any development activity undertaken in the last 12 months.

The University reserves the right to reclaim a proportion of fees if you voluntarily leave our employment during the period of study.

Details as follows:

If the applicant leaves within 0-6 months – 100% of the course fees reclaimed

If the applicant leaves within 6-12 months – 50% of the course fees reclaimed

The amount will be deducted from your final salary payment. By signing below you confirm your agreement to repay course fees on the basis set out above.

Member of Staff Signature		Date:	
Line Manager Name		Contact No.	
Line Manager Signature		Date	

Once signed by the Line Manager, please send this form to your Development Panel administrator

SECTION B - for completion by the chair of the Development Panel

I hereby confirm that funding for this activity has been:	APPROVED / DECLINED
Dean/Director (or nominee) Signature	Date
Dean/Director (or nominee) Print Name	

Once signed by the chair of the Development Panel, please send this form to your People Development Adviser