

Staff Development Policy

Version number	Date approved (including committee)	Reason for production/revision	Author	Proposed next review date
V1.0	ExCo	Creation of new policy	Head of HR	Every 3 years and as required
V1.1	Q1 2023-24	Review	Head of HR	Q1 2026-27
Related policies				
• Probation and Induction policy • Performance Review policy				
External Reference				
N/A				

STAFF DEVELOPMENT POLICY

1. PURPOSE

The purpose of this policy is to provide support, advice and guidance on the development opportunities open to employees of ICMP. The aim is to encourage the maximum utilisation of employees' potential towards the achievement of objectives and improve the service delivery throughout ICMP.

2. SCOPE

This policy refers to all permanent and temporary employees working under a direct contract of service with ICMP.

This policy does not apply to the following:

- Individuals employed on a "casual worker" basis (e.g. Student Workers)
- Agency staff
- Contractors and sub-contractors
- Consultants
- Any other staff employed via an external establishment

3. POLICY STATEMENT

It is the policy of ICMP to ensure that all employees are trained and developed in order to satisfy statutory requirements, professional standards, our strategic objectives, department requirements and operational objectives of teams and individuals regardless of age, gender, race, colour, ethnic origin, marital and civil partnership status, religion or religious belief, sexual orientation, or gender identity or expression.

Training and development needs will be continually identified with individuals through discussion with their manager and through formal processes such as their mid-year and year end Performance Reviews and Probation Reviews. It is the responsibility of both the individual and their manager to ensure that they have appropriate training and development plans. These are designed to increase their contribution to the business and to enhance their skills and knowledge.

Learning and development is central to ICMP's continual improvement and we understand that it is

- Essential for good people management
- Key to improving staff retention and satisfaction
- A shared responsibility - staff because it engenders self-improvement and for ICMP because it demonstrates commitment.

4. DEFINITIONS

Staff development is a term that encompasses a very wide range of activities. It is alternatively known as learning and development (L and D), continuing professional development (CPD), and training and development (T and D).

ICMP defines Learning and Development as an ongoing, planned, learning and development process for staff that:

- Enables all of our workforce to expand and reach their full potential

- Allows ICMP to plan for an individual's growth and progression
- Is wide-ranging in activities
- Allows all to build competencies. Competence means that people have the relevant skills, knowledge, understanding and attributes to do a particular job in a particular context to an agreed standard¹.

5. STAFF DEVELOPMENT PLAN

Staff development needs will be identified against both the strategic aims of ICMP and the operational objectives of teams and individuals. Managers will set objectives and agree any development with each employee during the Performance Review exercise. A copy of the Performance Review must be uploaded onto PeopleHR.

Development needs may also be identified throughout the year using methods such as:

- i. Research (e.g. records, complaints, turnover, accidents, student achievement etc.)
- ii. Staff attitude survey
- iii. Observations
- iv. Skills analysis
- v. Problem based analysis

6. INTERNAL TRAINING

There are ways in which staff development is provided internally, these include:

6.1 Occupational Training

It is recognised that the majority of development occurs within the normal working environment - where staff receive operational training, coaching, detailed procedural guidance and day-to-day advice. All staff must receive necessary training in order to conduct this function in a professional and effective manner.

6.2 Induction

All new employees, or those transferring from a contract with an external establishment to one with ICMP, will receive an Induction and a localised induction programme.

6.3 Projects/Secondments

From time to time departments, in conjunction with Human Resources, may arrange for employees to work on projects or to spend a short time working either in different areas of ICMP or the business community, for the development of the employee as appropriate. A suitable plan of work will be agreed in advance with the Head of Department concerned who will also be requested to participate in the review process.

¹ Please refer to the ICMP Competency Framework

6.4 In-house Training Courses

A programme of internally run training and development activities will be produced by the Human Resources department. The programme of development activities will be available on myicmp.

Managers are responsible for nominating the relevant employees for attendance on the courses. However, self-nomination by any employee is also encouraged. In this event the employee must seek their manager's and Head of Department's approval.

7. EXTERNAL TRAINING/SHORT COURSES

7.1 External Training Courses, Conferences, Workshops and Seminars

Managers may propose that an individual attends an event, or individuals may apply to attend an event, providing support is given from the manager and appropriate funding is available within the current budget.

Each department is responsible for booking all external-training events and associated accommodation (if requested) as required by their staff. The decision to allow attendance on such training is the responsibility of the employee's Manager and Head of Department. Employees attending external training events will be required to upload onto PeopleHR.

If external training specific to the individual is sourced that exceeds £750, then if the individual should leave within 2 years of completing the course, a reimbursement of a proportion may be requested. This will be linked to the demonstrable value of the training to the business and service objectives during the period of employment.

7.2 Sabbaticals and Secondments

Staff will be encouraged to take advantage of attachments to external companies where this can be shown to be of benefit to the individual and ICMP. The member of staff should agree objectives with the company and ICMP prior to the secondment and complete an evaluation against these objectives after the secondment. A copy of the learning objectives and evaluation must be sent to the Human Resources Team for recording. Sabbaticals (not linked to long service awards) are agreed in special circumstances.

7.3 Away Days

"Away Days" may be taken through the year so that staff may visit professional contacts or other companies in order to broaden their knowledge and/or experience. The dates and subject matter should be agreed with the Line Manager in advance. A review of the learning experience will take place with the Line Manager, possibly in written form, following the individual's return to work. This must be uploaded onto PHR.

8.4 Sector Networking Meeting

Where ICMP has corporate membership of an organisation, a nominated person is expected to attend the relevant meetings e.g. GuildHE, UCEA, and feed back to relevant colleagues.

8. QUALIFICATIONS

As a general principle, ICMP will not fund Under Graduate, Post Graduate or Doctorates for members of staff.

If staff wish to pursue a qualification, they are required to discuss with their line manager the potential impact on their work prior to enrolment and if any temporary amendments need to be made to terms and conditions of employment e.g. reduction of hours for the period of study.

8.1 Course Leave

Staff who need to attend classes during the working week, should meet with their line manager to agree a working pattern.

8.2 Study/Exam Leave

- i) The general rule is one half day's study leave per three hour examination. Study leave is not permitted for any time spent undertaking a dissertation.
- ii) Study/Exam Leave days taken must be recorded on PHR.

8.3 Teacher Qualifications

If it is financially viable ICMP will contribute with financial assistance towards the cost of Teacher Qualifications.

8.4 Teaching Fellowship

Each year, ICMP offers funding for colleagues to apply for AdvanceHE Fellowship. Colleagues are also offered mentorship support in the application and presentation process. Eligibility criteria are published on My.ICMP and colleagues invited to apply for places. Priority will be given to the core academic team i.e. those in substantive academic posts. Decisions will be made by the Senior Academic team.

AdvanceHE Fellowship is an important esteem indicator and demonstrates a commitment to professionalism in learning and teaching in higher education. Across four categories, from Associate to Principal, Fellowship provides individuals with recognition of their practice, impact and leadership of teaching and learning. The four categories of Fellowship are awarded on the basis of evidence of personal professional practice which meets the requirements of one of the four Descriptors of the [UK Professional Standards Framework \(UKPSF\)](#). The UKPSF has been developed as a standards framework for the higher education sector that sets out the knowledge, skills and behaviours demonstrated by those teaching and/or supporting higher education learning.

9. TRAINING RECORDS

Human Resources maintains a training record for all staff through PHR. Managers should therefore ensure that all relevant information is inputted onto PHR at the earliest opportunity following completion of the training.

10. RESPONSIBILITY

All those persons referred to within the scope of this policy are required to adhere to its terms and conditions. They must understand that this policy is also incorporated into their contract of employment.

The ultimate responsibility for development lies within a partnership created between the individual and their immediate manager. The role of Human Resources is to support this responsibility through the provision of training services and specialist advice.

Individual managers are responsible for ensuring that this policy is applied within their own area. Any queries on the application or interpretation of this policy must be discussed with the Human Resources Department prior to any action being taken. Human Resources has the responsibility for ensuring the maintenance, regular review and updating of this policy.