

John Wheatley College

Revised Staff Development Policy

1. Introduction

The policy has been designed to reflect the college's commitment to staff development as a mechanism for achieving quality improvement.

Staff Development is a managed process which will be planned and evaluated. The policy is designed to assist the College in achieving its targets at both strategic and operational level and will be linked clearly with improvements to the quality of the learning experience of students and users of the College's services.

The College has used consistently the principles of Investors in People (IIP) to underpin its approach to staff development.

The Staff Development policy is designed to promote the continuous evolution of a responsive institution by providing programmes to ensure that all staff of the college have the necessary skills to maximise their potential and are afforded the opportunity to participate in lifelong learning.

Cognizance has been taken of guidance issued by external bodies relating to staff development in Further Education colleges including advice from the Scottish Further Education Funding Council (SFEFC).

This is an inclusive policy which covers all staff and aims to address the development priorities of the college and the professional needs of individuals.

2. Mechanisms

A range of mechanisms are in place to support the implementation of the staff development policy.

- **Entitlement**

Every full-time member of staff will be entitled to a minimum of 5 days staff development per annum, normally as part of their non-contact time. It might be expected that over a period of 3 years, 10 of these days will be programmed to meet the development needs of the college and 5 to meet the professional needs of the individual.

Part-time, temporary and agency staff will receive appropriate support on a pro-rata basis.

Staff can participate in programmes running within the College at no charge to themselves. This includes accessing study via the Flexible Learning Units.

- **Induction**

All staff will be afforded the opportunity of participating in an appropriate induction process at both college and team level. This process will include a short career development review interview with the appropriate line manager which will be recorded and passed to the Associate Principal Quality.

Staff who transfer between posts within the college will be provided with an appropriate induction programme, negotiated with the relevant line manager and the Associate Principal Quality.

- **Career Development Review**

All staff will participate, on an annual basis, in the College's Career Development Review process which is the mechanism for identifying training needs of teams and individuals.

- **Teacher training**

The college will provide opportunities for staff to undertake qualifications related to teaching in Further Education. The staff development budget will be used to support the payment of course fees, including registration and certification. There will be support for a rolling programme of attendance on the Teaching Qualification Further Education (TQFE) course at Stirling University. Lecturing staff will have 6 hours remission from teaching duties and Senior Lecturers will have 3 hours remission from teaching duties and 3 hours remission from management duties, whilst attending the Stirling programme.

The College delivers in-house the Certificate in Teaching in Further Education and staff will be afforded the opportunity of enrolling on this within 3 months of commencing employment at John Wheatley College. Staff can progress from this programme into the Advanced Certificate and Diploma of the PDA Teaching in Further Education.

Staff assessing Scottish Vocational Qualifications (SVQs), who do not already hold relevant qualifications, will be required to register for the Assessor Awards within 3 months of commencing employment at the college.

- **Classroom observation**

The College will develop a system for classroom observation which provides supportive and confidential feedback to lecturers.

- **European Computer Driving Licence (ECDL)**

Made available to all staff will be a basic introductory IT skills programme in the form of the European Computer Driving Licence. This will be available to staff via a variety of delivery modes including flexible learning, distance learning, day, twilight, evening or weekend attendance. The college will pay for delivery, enrolment and certification for staff undertaking this qualification.

- **Specialist, technical training**

A range of specialist, technical training will be made available. This, in the main, will be work related and will include topics such as:

- using ICT to assist learning;
- Managed Learning Environments;
- distance delivery; and
- development of the college's support systems and services including MIS

- **Day release**

Day release opportunities will be made available to staff where appropriate to undertake professional qualifications, such as HNC in Office Administration.

- **Work placement**

The college is anxious to ensure that its staff are aware of current workplace practice. In these circumstances it will require all lecturing staff with permanent tenure to undertake a minimum of one day's work placement per annum. Staff will be required to undertake the work placement during the summer Quality Day provision (or at another mutually convenient time agreed with the College's Assistant Principal).

It will be necessary for staff to make their own arrangements for a suitable work placement a minimum of 60 working days prior to their absence from college. Each member of staff shall be required to outline the nature of their proposed work placement and its objectives for discussion with both the Associate Principal Quality and the Associate Principal Vocational/Core Skills. No placement shall be confirmed with the work experience provider until its appropriateness within these terms is approved.

All staff will be required to provide a written report following their work experience placement which provides an evaluation of the placement in terms of the benefits gained in relation to updating of skills and experience of industrial/commercial/workplace practice.

The work placement facility will be available to support staff, however, there will be no obligation to undertake this.

- **Management training**
The college will identify and offer a range of management training for appropriate staff, which will include succession planning. In-house and external training opportunities will be available.
- **Dissemination of best practice**
Staff will be afforded the opportunity of sharing best practice within specialist subject areas and across subject areas, with a view to improving the knowledge and skills of staff and the quality of the learning experience.
- **Professional Development Programme**
On an annual basis staff will be invited to bid for financial support from the Professional Development Programme to undertake nationally recognised qualifications. The purpose of this is to afford staff the opportunity of undertaking qualifications directly related their personal development. An element of the staff development budget will be laid aside specifically for this purpose, however, there will be no guarantee that funding will be available to particular staff year-on-year throughout a programme of study. Staff must agree to repay fees if they leave the employment of the college.
- **Current developments in Further Education**
Staff development opportunities will be offered to raise levels of awareness of current issues in further education and their impact upon the college.

3. Roles and responsibilities

A range of roles and responsibilities will support the implementation of the Staff Development Policy.

Individuals

All staff will participate in the college's Career Development Review (CDR) process in order to identify staff development and training needs for the forthcoming year. There will be at least one interview per annum with the appropriate line manager for this purpose.

For attendance at external training courses or staff development events staff must:

- seek the approval of the appropriate line manager; and
- seek the approval of the Associate Principal Quality (manager of the staff development budget)

Also for attendance at external and internal courses or staff development events staff must:

- inform the Associate Principal Quality of attendance; and
- provide appropriate feedback as required.

All staff will be responsible for taking advantage of their staff development entitlements and will be expected to disseminate any knowledge gained to colleagues and to contribute to the staff development of others.

Teams (Curriculum/Moderation/Project)

All teams will participate in the college's CDR process with the purpose of identifying the training needs of the team with a view to assisting the college in achieving its operational and strategic targets.

Line Managers

All line managers will participate in the induction process of new staff, identifying the initial training needs of each. This will involve a range of activities including: introducing the new staff member to the area of work including roles and responsibilities, identifying a mentor or 'buddy' to assist the member of staff 'settle in' as appropriate and conducting a short Career Development Review interview to identify short term training needs.

Associate Principal Quality

The Associate Principal Quality will be responsible for the day-to-day management of staff development activities across the college. The postholder will:

- liaise with college managers and staff to ensure that the staff development programme fulfils the needs of the college as laid down in the Strategic and Operational Plans and provides a range of opportunities appropriate for individual professional development within the budget allocated for this purpose;
- liaise with colleagues in other colleges and, where appropriate, external providers of training;
- keep staff informed of training opportunities through notice boards, memos and the college intranet;
- make appropriate arrangements for the corporate and individual needs of the college staff to be met; and
- prepare and retain a record of staff development undertaken by staff members.

Assistant Principal

The Assistant Principal will have strategic responsibility for staff development and will chair the Quality Assurance and Staff Development Committee.

Quality Assurance and Staff Development Committee

The Quality Assurance and Staff Development Committee is a sub-committee of the college's Academic Board, which includes representatives from both College Schools and Project Teams, will support the development and implementation of the staff development policy. Copies of the committee's minutes will be available to all staff via the college Intranet and will also be referred to the Academic Board.

Trade Union Learning Representatives

The membership of the Quality Assurance and Staff Development Committee shall include trade union learning representatives, who will be nominated by the recognised trade unions within the college. They need not necessarily be the same people who carry out the roles of Chair or Secretary of branch committees. They will be provided with training for this role and will assist their members in identifying appropriate staff development activities.

Strategic/Operational Management Team

The Operational and Strategic Plans, which form part of the annual planning process undertaken by the college's management teams, will identify the targets for the forthcoming Sessions and this will assist with the planning of staff development activities.

Board of Management

The Board of Management of the College holds overall responsibility for Staff Development. Reports relating to a range of staff development activities will be presented to the Board or, where appropriate, the Personnel and Staffing Committee.

Management of staff development

A three yearly staff development plan will be prepared, informed by the college's Strategic and Operational Plans and the CDR – team reviews. The Staff Development Plan will identify training targets, activities to be undertaken (including spending) and the anticipated impact of

the activities. The Plan will be reviewed and revised as required to allow for maximum flexibility.

There will be an Annual Report relating to Staff Development which evaluates the activities undertaken during the previous year, including the achievement of targets relating to staff development as identified in the Staff Development Plan. The overall impact of staff development will be evaluated.

A specific budget will be established for the purpose of financing staff development. These resources will be augmented wherever possible, by means of specific grants made available to support particular projects by the Scottish Further Education Funding Council or other funding bodies. Additional funds may be vired into the staff development budget by the Principal within the provisions of the College's Financial Regulations

4. Evaluation

The college's Board of Management makes significant investment in the skills and knowledge of members of both the teaching and support staff.

It is, as a consequence, necessary for the college to seek to assess the impact of this investment on its administrative efficiency and, most importantly, the quality of the learning experience of its students.

The college's Associate Principal Quality will outline in each year's Operational Plan the macro-impact which is anticipated as a consequence of staff development and continuous professional development.

The annual staff development report shall seek to attempt to assess the impact of the College's professional development programmes against such a datum. It is expected that evidence to assist in this process will be collected on a college, school, curriculum and project team level. It shall be derived from:

- college performance indicators (both aggregate and at curriculum team level);
- annual surveys of student satisfaction;
- classroom observation (annual summary report);
- comments made by student representatives on programme teams;
- focus groups of students to provide direct feedback on learner experience;
- the achievement of individual targets in Learning Agreements and Personal Learning Support Plans; and
- analysis of the extent to which staff development supported achievement of operational targets.

Note that this is a complex cocktail of indicators – reflecting the difficulty and complexity of describing the impact of Staff Development. Such evaluations will form part of the College's annual self-evaluation report.

JW / AI
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