Staff Development Policy

Contents

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Staff Development Policy

1. Introduction

The Conservatoire is committed to the recruitment of suitably qualified staff, to the provision of effective and appropriate induction and to the operation of a culture of continuing development and training for all staff.

The Conservatoire interprets staff development as applying to all categories of staff. Staff development is important in order to enable individuals to carry out their duties effectively, to prepare them for changes that affect their roles and tasks, to equip them to meet the challenges and demanding objectives which are articulated in the Conservatoire's strategic aims, release creativity and enable individuals and groups to realise their potential.

2. Purpose

Staff development is intended to encourage the enhancement of skills, knowledge and practices and the use of structured reflection to enable individuals and teams to identify ways of improving effectiveness of performance. It is intended to allow individuals to identify and discuss development and training which would assist them in their current role, prepare them for future roles and make good use of their talents and aptitudes.

3. Scope

The Conservatoire is committed to the provision of appropriate and timely staff development for every member of staff and to the active involvement of staff in defining development and training needs.

Within the constraints of available finances and subject to any priorities determined by the Conservatoire's strategic aims, staff development is designed to:

- Assist individual members of staff to acquire knowledge, skills or awareness which will allow them to fulfill current responsibilities more effectively;
- Assist groups of staff or departments/schools to work more effectively together as a team;
- Assist individuals or groups to meet the demands placed upon them by organisational or technological change and development;
- Prepare individuals for new roles as appropriate;
- Enable staff who acquire new skills to have these recognised and, where appropriate, accredited and certificated;
- Assist individuals to develop skills and/or gain qualifications which will equip them for future career development;
- Promote the integration of training and development in order to enhance practice and performance.

4. Procedures

Goals Setting, Career Review and Activity Planning Processes

The Conservatoire expects staff development and training to feature in the plans of individual staff members and to be considered in the reviews which are an established part of its Goals Setting and Career Review process.

The Conservatoire has developed an internal activity planning process which enables staff and managers to plan an academic cycle to ensure that appropriate time is allocated to the variety of duties and responsibilities that staff have. This includes ensuring sufficient time is identified for staff development and professional updating activities.

The Conservatoire recognises the importance and mutual benefit of the work undertaken by staff as external examiners for other conservatoires and HEIs, and the value of this work as professional development. The Conservatoire encourages staff to undertake this role and will seek to support staff to have the time they need to fulfil these duties through the activity planning process.

Goals Setting and Career Review Process

Agreement of staff development as part of the Goals Setting and Career Review process means that you will be reviewed at the end of the agreed period to determine progress towards achievement of your goals. Staff Development identified through the Goals Setting and Career Review process should specify how this will benefit you and the work you do at the Conservatoire, specifically in relation to the Conservatoire's aims and objectives. Once you have agreed your goals with your line manager and a signed copy of these has been sent to the HR Department, you will be sent the appropriate form for completion, providing the HR Department with the necessary information regarding the training provider etc.

If the staff development you have identified is specific to your requirements, and therefore is unlikely to be appropriate for other members of staff within the Conservatoire, you would normally arrange the booking of the staff development yourself and provide booking details to the HR Department. The HR Department would then authorise and allocate budget codes to the invoices when received.

Staff Development Requests – Short Term Courses

The application form for short-term course requests can be found on Portal here: https://portal.rcs.ac.uk/hr/forms/

This form should be used for ad-hoc, short-term staff development which has a cost of less that £1000. The form is intended to be used for staff development opportunities such as workshops, 1–2 days courses, conferences, seminars, or short courses such as 6–8 week courses.

You should discuss the staff development opportunity with your Head of Department/Line Manager and complete the Staff Development Request Form. Your Line Manager will either approve or decline your request. If your request is declined, your Head of Department/Line Manager will explain to you why it has been declined. Once your request has been approved or declined, you should send your completed Staff Development Request Form to the HR Department. If it is approved, your HR Department will confirm the level of financial support available. Your line manager will confirm any other support such as time off to attend classes.

Staff Development Requests – Further Study / Qualifications

The Royal Conservatoire of Scotland welcomes staff development at all levels and is committed to offer the necessary support to all staff accordingly.

As with all staff development, a member of staff who intends to undertake any further qualification (HNC/HND, First Degree, Post Grad, Masters or PhD or equivalent) will require to fulfill certain criteria to qualify for support from the Conservatoire.

Criteria

- The higher degree/further qualification must be in a relevant discipline to the present or future plans of the School/Department.
- There must be support from the appropriate CSMT Member for the department.
- There must be a completed application form in place before any assistance (in terms of finance, time off for study or examinations) is approved.
- There will be an obligation on behalf of the staff member receiving such assistance to disseminate their knowledge, as appropriate to other staff of the Conservatoire.
- If you are required to undertake a course of study by the Conservatoire your line manager should be updated as to your progress on the programme throughout your period of study. Where this is an in-house provision such as the PG Cert in Learning and Teaching, updates may be provided directly from the Head of Learning and Teaching to your line manager.
- If you are not required to undertake a course of study by the Conservatoire, but time and/or funding is being contributed by the Conservatoire your line manager should be updated as to your progress on the programme throughout your period of study.

The Application Process

The application form for further study courses and qualifications can also be found on Portal here: https://portal.rcs.ac.uk/hr/forms/

Any application should include a completed and signed application form which must include the following information:

- Details of the course of study and the length of such study;
- Details of the support sought in terms of:
  - finance – on an annual and total basis.
  - time off – with full details of study leave and examination leave requested
- Details of how the study is aligned to the present and/or future School/Departmental objectives;
- A formal agreement (prepared by HR) in which any financial assistance granted by the Conservatoire is repaid by the staff member if they leave the employment of the Conservatoire within 2 years of completion of the course (as noted above);
- Separate arrangements are in place for the Early Career Lecturer appointments;
- Applications should be made to the Director/ Head of Department by the end of April of each year for any course commencing at the start of the forthcoming academic year.

Leaving the Conservatoire within 2 years of commencing studies

If you receive funding for study (either short term or further qualifications) for which you have directly applied for and subsequently leave your role you will be required to reimburse the Conservatoire for the percentage outline below:

- If you cease employment before you attend the training course but the Employer has already incurred liability for the costs, 100% of the cost or such proportion of the costs that the Company cannot recover from the course provider shall be repaid;
- If you cease employment during the training course or within 12 months of completing the training course, 100% of the costs shall be repaid;
- If you cease employment more than 12 months but no more than 24 months after completion of the training course, 50% of the costs shall be repaid.

When agreeing to funding you will you be asked to sign a clause that states you agree that any costs repayable as per the above list may be deducted from your final salary or over an agreed repayment schedule.

Organising Staff Development

If the staff development is specific to your requirements, you would normally arrange this yourself after confirmation of your request being approved. Most training providers now offer the option of invoice as a payment method. Where possible, you should use this option. If you are required to pay for the staff development, you should provide the HR Department with proof of payment. The HR Department would then arrange for you to be reimbursed.

<u>The role of the Human Resources Department</u>

The Human Resources Department will administer the application process and advise staff of the decision on each case.

<u>Internal Staff Development Resources</u>

The Conservatoire has a number of staff who can provide training and development in their areas of expertise.

The IT Trainer

The IT Trainer runs a variety of internal workshops, at Basic, Intermediate and Advanced levels. The workshops cover areas such as Microsoft packages (Word, Excel, Access, Power-point and Outlook), and an Introduction to Raisers Edge. Training can be provided through group workshops; however one-to-one and ad-hoc sessions are available as required. This includes a Help-Desk service for general queries and issues.

Julie Halstead
Tel No: 0141 2708 202
Email: j.halstead@rcs.ac.uk

The Head of Health, Safety and Wellbeing

The Health and Safety Advisor provides formal accredited training to staff as required, including courses such as "IOSH Managing Safely" and "IOSH Working". In addition, training can be provided in the following areas: Fire Safety, Basic Food Hygiene, Working and Operating Safely, Undertaking Risk Assessments, Personal Safety, Infection Control, Manual Handling, Abrasive Wheels, LPG, and Noise Awareness.

Russell Brown
Email: healthandsafetydepartment@rcs.ac.uk

The HR Department

The HR Department provides regular updates for Head of Departments/Line Managers relating to new policies and procedures, changes to employment legislation and Employee Relations. Employee Relations refers to areas such as Disciplinary and Dismissal issues, Grievances, Absence Management, Performance Management, Occupation Health issues, Goals Setting and Career Review, and any other issues relating to staff. The HR Department also coordinates training and development across the Conservatoire and provides information and advice relating to potential staff development opportunities.

Tel No: 0141 2708389
Email: humanresources@rcs.ac.uk

Equality and Diversity Officer

The Equality and Diversity Officer provides training and updates in the areas of equal opportunities, cultural awareness and widening access activities. This involves sessions to communicate Conservatoire policies and processes, coordinating aspects of the Student Induction programme, and providing informal one to one advice and information as required.

Roz Caplan
Tel No: 0141 2708 384
Email: r.caplan@rcs.ac.uk

5. Responsibilities

Responsibility for staff development and training is shared between:

    a) Individual members of staff;
    b) Heads of Departments / Line Managers;
    c) The HR Department;
    d) The Staff Development Committee.

Additionally, other Heads of Departments, will play a leading role in relation to particular areas of training such as Health and Safety, Equality and Diversity, Human Resources and Information Services.

Individual members of staff have responsibility for:

- Ensuring that they undertake regular reviews of their work and for discussing their staff development needs with their Head of Department and/or with their reviewer as appropriate;
- Seeking out and participating actively in forms of staff development and training which will help them meet agreed needs applying newly developed knowledge and skills in their work as appropriate;
- Undertaking any statutory training that is required of them by the Conservatoire and generally conducting their approach to staff development and training in the spirit of good practice in relation to the performance of personal and professional obligations to the mission, aims and objectives of the Conservatoire.

Head of Departments/Line Managers have a responsibility to:

- Ensure that new staff receive appropriate initial training and induction;
- Ensure that regular discussions take place with each individual member of staff in order to identify developmental and training needs, in addition to the formal goals setting and career review process;
- Ensure that responsibility is jointly agreed in any personal development plans and that subsequent actions are monitored and evaluated.

The HR Department is responsible for:

- Coordinating and delivering (as required) appropriate training and support programmes;
- Providing specific advice on training and career development to individuals, groups, managers and other parties providing information to staff on the opportunities for staff development and training;
- Acting appropriately upon the needs identified in personal development plans, such as those identified by the goals setting and career review process;
- Consulting with staff to identify existing and emerging training and development needs;
- Liaising and co-operating with other local, regional, and national training and development organisations, as appropriate;
- Liaising with Heads of Departments and Line Managers in order to assist the Conservatoire in evolving, enhancing and delivering an effective staff development and training policy which is supportive of organisational and individual performance.

6. Review

This policy may be subject to change as necessary.

The HR Department will review the policy annually or as required and make recommendations on any future developments to this Policy.

7. Document Control Information

Author of Policy: Human Resources

Accountability: Director of HR

Department: Human Resources

Review requirements: Annually or as required

Committee Requirements: Consultative Forum

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Approval Confirmed (date):

Approval Confirmed (signature): _____

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