People and Organisational Development Guidelines and FAQs

HR People and Organisational Development

Contents

Introduction

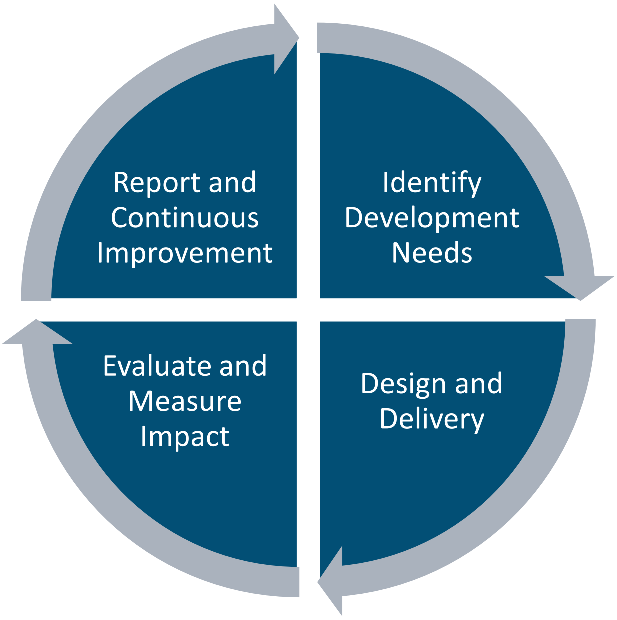
The People and Organisational Development (P&OD) team deliver a tailored and wide-ranging provision, working closely with individuals, teams, and managers across the University, as well as external partners and professional bodies such as the Chartered Management Institute (CMI). The aim of these P&OD Guidelines and FAQs is to provide transparency and encourage all staff to gain new knowledge, develop their skills, and build on their experience, both in their current and future roles.

Who has responsibility for learning and development?

- Staff are responsible for their own continued professional development.
- Line managers and staff are responsible for ensuring agreed development plans are implemented and regularly reviewed to make sure they remain relevant.
- Deans and Service Directors are responsible for incorporating ‘local’ development requirements into their School/Service strategic planning. This includes international and national changes in legislation or policy which may create development needs in their School or Service.
- In addition to P&OD, a number of teams also have specific responsibilities for making development opportunities available for staff, these include the Researcher Development team, Student Services, and Computing and Library Services.

Our Development Cycle

We take a systematic approach, as outlined below:



How are our development needs across the University identified?

We take a varied approach to identifying our people and organisational development needs, providing us with a holistic picture across the University. Further details can be found in our People and Organisational Development Strategy.

Should staff expect an annual Personal Development and Performance Review (PDPR)?

All staff should expect to have an annual PDPR (appraisal). Since our roles vary, our development activities will vary too. Staff and their line managers should identify development needs in relation to their current role, as well as in relation to their future career aspirations.

NB: For new starters, objectives and targets will be set by the line manager throughout the appropriate probation period. The appraisal process will not commence until a probation has been successfully completed.

What happens after development needs identified?

Our P&OD Managers and Leadership Development Manager work with the Schools and Services they support to summarise and analyse 'local' development needs. PDPRs, along with our other mechanisms for identifying needs, are then analysed to inform our offering for the year ahead. Each year, P&OD work with colleagues across our University to plan our blended provision, and

12-month calendar of events in preparation for the start of the new academic year. This offering will vary each year depending on our University strategic priorities. Further details can be found in our People and Organisational Development Strategy.

How does the P&OD provision cater for a diverse range of people?

P&OD will continue to ensure that our development activities are designed to fit around the careers of busy academics, technicians, and professional services staff. We cater for a range of learning preferences and approaches, as well as integrating our equality, diversity, and inclusion principles. Courses are regularly advertised, open to all relevant staff, and held at a variety of times to improve accessibility.

Can part time hourly paid staff attend P&OD activities?

Approved development activities will be paid with adequate time to participate. Part time hourly paid staff who are not subject to PDPR (appraisal) requirements will receive payment at their basic hourly rate to reflect attendance at a development activity.

How are staff and their line managers expected to engage with the evaluation process?

Staff are expected to evaluate each development activity they attend using our online system. Post event, staff and line managers should discuss how the learning can be used in their roles, and also ensure individual and team development plans are updated.

New Starters and Mandatory Training

Who is responsible for new starters' induction and settling in period?

Line managers are expected to prepare a tailored induction programme for their new starters to welcome them to the University. This might also include arranging a buddy/mentor for them within the School/Service.

Is there any mandatory training?

Yes, all staff are required to undertake some mandatory training, most of which is incorporated within the new starters' induction programme. Some roles may require more specific compliance-based training. Where such a need exists, staff will be made aware by their line manager.

NB: Some mandatory training will require regular refreshers.

Are there any qualifications all staff need to have or work towards?

All academic staff are required to undertake relevant teaching and doctoral qualifications, and all people managers need to obtain and maintain Chartered Manager status.

Funding

What funding is available for development activities?

- Development opportunities can be funded in two key ways; through the Apprenticeship Levy, and/or through the development budgets of the relevant School or Service.
- Schools and Services are responsible for providing funding for development needs specific to their area.
- Our University-wide P&OD offering is funded from within Human Resources; as such, there is no cost to Schools or Services.

What considerations are given to whether funding requests are approved?

- How appropriate the development activity is in relation to the staff member's role and career aspirations.
- The availability of funding, the cost, and the anticipated benefits from attending the development activity, now or in the future.

NB: When staff apply for funding that is not directly work-related, it is not expected that funding would be provided.
NB: The University may withdraw funding at any time if staff are not making satisfactory progress.

What is the Apprenticeship Levy funding and how can staff access it?

Our Levy funding is available to most staff who wish to acquire qualifications whilst they work. Programmes funded through the Levy must be approved against certain training standards.

Can staff get time off to undertake an accredited/formal programme of study?

Yes, in most cases staff can get time off, in agreement with their line manager, to attend the parts of a funded programme which overlap with work time and should not be given any extra time off in lieu or be expected to work extra time to compensate for time spent on a programme.

Can staff get time off to complete assessments when on an accredited/formal programme of study?

Time off to complete assessments as part of a formal qualification is at the discretion of an individual's line manager and is strongly encouraged.

Can staff studying on University courses get a discount?

Staff studying University programmes for personal development not related to their current role or future career aspirations may be eligible for a 10% discount. Eligibility for the discount relies on the term of their employment extending to at least the end of the programme of study.

Can staff claim back expenses for external development activities?

Yes, expenses for attendance on external development activities are paid in accordance with current agreed expenses and travel payments, as long as this has been agreed by the staff members line manager and/or budget holder in advance.

Are staff required to pay back any fees?

Where a programme of study is being funded either internally or externally, staff who leave their chosen programme of study early, regardless of whether they remain in the University's employment, are usually required to pay back all or a proportion of their fees. This is at the discretion of the line manager and according to the guidelines below:

- ❖ Staff leaving their programme early either whilst still in the University's employment or through a resignation or retirement – 100% of fees will be reclaimed.
- ❖ Staff leaving the University's employment within 12 months after the period of study ends – 100% of fees will be reclaimed.
- ❖ Staff leaving employment 12 months after the period of study ends – 50% of fees will be reclaimed.
- ❖ Staff leaving employment 24 months after the period of study ends – 25% of fees will be reclaimed.
- ❖ Staff leaving employment 36 months after completing their study – no fees will be reclaimed.

NB: Upon leaving the University, the payment for reclaimed fees will be automatically deducted and reflected in the final salary payment or can be repaid over the notice period with the agreement of the Head of Reward and Information Systems.

NB: Fee repayments do not apply for Levy funded programmes, or PhD and CMI study as required by the University.

Do staff need approval from their line manager before attending development events?

Yes, staff should always discuss their attendance on any development activity with their line manager and need approval before booking or enrolling on any session/programme.
Some of our development activities require a selection or nomination process; on such occasions, we may seek approval for applications, usually via School Deans/Managers and/or Service Directors.

Non-attendance

Are Schools or Services charged for non-attendance on courses?

Yes, non-attendance results in inefficient use of our resources in several ways, including:

- it prevents the reallocation of unused places on courses or programmes; depriving another staff member of the opportunity to learn.
- increasing the cost per participant for the course or programme.
- disrupting other participants' learning because changes are necessary to the facilitators' facilitation plans.
- additional courses or programmes must be provided to accommodate participants.

NB: A fee of £50 per person will be charged to your School or Service for non-attendance.

NB: Exceptions are made in the case of unexpected sickness or personal emergencies. In these exceptional circumstances, a request for the charge to be waived can be submitted by the staff member using the P&OD Cancellation Fee Waiver Request Form.

Chartered Manager

Are all managers expected to gain and maintain Chartered Manager (CMgr) status?

Yes, it is an essential requirement for all people managers to become CMgrs and engage in annual continuous professional development to maintain their CMgr status. Given the time allowed and support available, we would expect all eligible staff to achieve CMgr status. If staff fail to make necessary progress without good reason, this could call into question their ability to manage and lead effectively.

NB: Part-time staff may take longer to obtain CMgr status than full-time staff.

How are managers nominated for our CMI (CMgr) programmes?

Participation on our CMI (CMgr) programmes is normally decided by School Deans/Manager or Service Directors.

What if I do not manage people but want to complete our CMI (CMgr) programmes?

Where CMgr is not an essential requirement but it is agreed that it would support an individual's professional and career development, this will also need to be approved by the School

Dean/Manager or Service Director. The staff members participation, qualification cost and ongoing membership of the CMI would need to be funded through the relevant School or Service, and identified in their development plans and/or PDPR (appraisal).

Are any managers exempt from CMgr status?

Only in exceptional circumstances, for example if staff intend to retire or are stepping down from their managerial role and have formally notified the University.

Can managers suspend/defer their participation on our CMI (CMgr) programmes?

Depending on individual circumstances, the following may be considered:

- new starters who missed the beginning of our annual CMI (CMgr) programmes
- staff who have been in our employment or a new people management role for less than one year
- absence through long term sickness (over one month)
- written notification of the intention to take maternity, adoption, parental or unpaid leave (longer than two months) within the current year
- eligibility for fast-tracking to CMgr - for staff who already hold relevant management and leadership-related qualifications
- immediate unexpected work pressures and/or deadlines substantiated by the School Dean/Manager or Service Director.

Are staff given time to complete CMI (CMgr) programme assessments during work time?

We estimate that it usually takes a maximum of two days for CMI Level 5 and three days for CMI Level 7, per assessment, for writing up purposes. Individuals should discuss with their line manager how this commitment can be supported during work time.

What is the role of the CMgr corroborator?

The CMgr corroborator validates the claims that a staff member is making in their CMgr application and will be asked to provide their perspective and views on how their staff member manages and leads.

Who should the CMgr corroborator be?

The CMgr corroborator should always be the staff member's line manager because it is important that the corroborator has enough knowledge about the staff member and the work they have undertaken. Only in exceptional circumstances, for example if the line manager was on long-term absence from work, can a staff member be corroborated by another senior manager, and only with agreement from the relevant School Dean/Manager or Service Director. In such circumstances, this senior manager should be someone who can confirm and expand on the value the staff member has added to our University and their ability to manage and lead.

How does the CMgr application process work?

Once a staff member has submitted their CMgr application to CMI@hud.ac.uk, we (in P&OD) will forward their CMgr application to the CMI, who will assign the staff member with an CMgr assessor. This assessor will contact the staff member directly to schedule the telephone interview. Staff applying for CMgr status should also send a copy of their CMgr application to their corroborator.

NB: CMgr status cannot be processed or confirmed without appropriate corroboration having been received.

How does the CMgr telephone interview work?

The telephone interview tends to last around an hour. The assessor will use this time to ask staff questions about their submission, discuss feedback from their corroborator, and is an opportunity for staff to present even further evidence that they meet the CMgr status requirements.

What if the corroborator does not agree with a staff member's CMgr application?

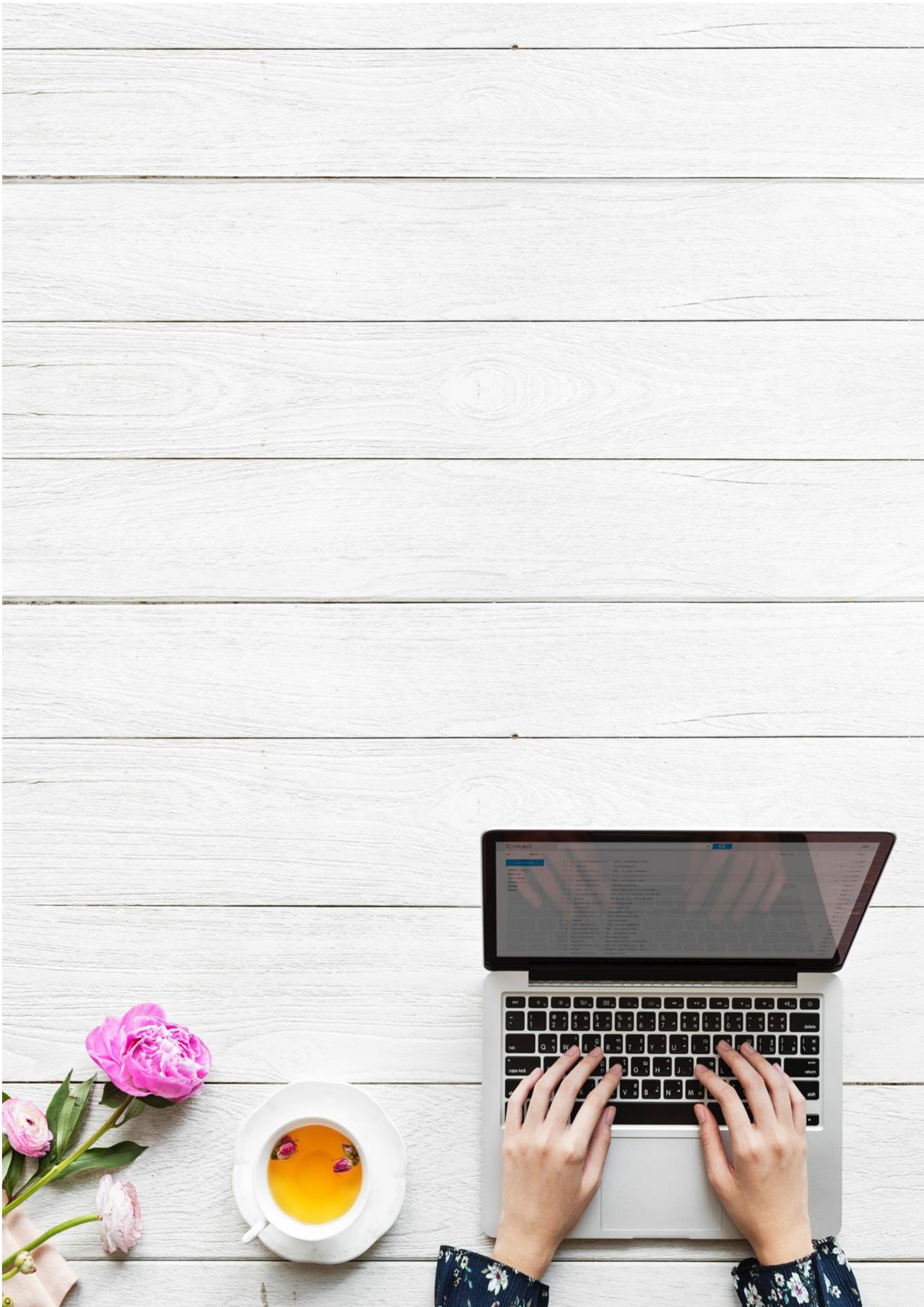
If the corroborator does not support the claims a staff member is making in their application, the assessors will try and seek clarification to determine why this is the case.

Related P&OD Documents

- People & Organisational Development Strategy
- Developing Great Leaders Strategy.
- Coaching and Mentoring Strategy.
- Evaluation, Impact and ROI Strategy.

Review

The current HE environment is fast paced, demanding and constantly evolving. With this in mind, we frequently review what we do, how we do it, and how we measure success. These P&OD Guidelines and FAQs will be reviewed annually, with any changes being acted upon ready for the following academic year.


Email