

## Staff Learning and Development



*Your talent and ability determines our growth.*

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# STAFF DEVELOPMENT CHARTER

TU Dublin values all staff and recognises that their skills, knowledge and personal commitment underpins the success of the University and the accomplishment of our mission and strategic goals.

We believe that developing human capital and staff competencies is critical for us to achieve our new technological university. Staff Development is committed to making TU Dublin the University of choice for staff and students with development opportunities to attract, retain and grow our talent.

## ***Staff Development is committed to;***

- enabling, developing and unlocking the potential of all staff;
- providing a range of personal and professional development programmes that ensure every staff member has the competencies - knowledge, skills and behaviours for their current role, for career progression, and to create a positive and inclusive working environment;
- building individual and organisation capability supporting staff to continue their education and professional development to PhD level through the Fee Waiver and Fee Support programmes;
- meeting the learning and development needs identified through the performance management and development system (PMDS) to support individual and organisation development.

## **1. INTRODUCTION**

**This document outlines the commitment and support for staff learning and development in the Technological University Dublin (hereafter referred to as “TU Dublin” and/or “the University”).**

- 1.1 The TU Dublin Charter on Staff Development outlines the University’s commitment to the continuous development of knowledge, skills and abilities required by staff to deliver individual, team and organisation goals. This policy sets out the principles, structures and procedures for the realisation of this commitment.
- 1.2 The continuing professional development of staff supports the achievement of the University’s mission to develop *‘a community that generates and shares ideas, knowledge, and innovation, in an environment that encourages active participation and personal development’*. Investing in our human capital and building staff capability is critical for us to achieve our University vision and strategic goals.
- 1.3 The development of a staff member is initiated at Induction, and through Probation and the Performance Management & Development System (PMDS), staff are encouraged to play a proactive role in their training needs analysis and career development. With PMDS as the enabler, the development of staff will ensure that their talents and abilities are recognised and developed to their fullest possible potential.

## **2. PERFORMANCE MANAGEMENT & DEVELOPMENT SYSTEM (PMDS) FOR STAFF LEARNING & DEVELOPMENT**

- 2.1 PMDS is an important talent management and staff engagement initiative as it provides every staff member with an opportunity to input to the strategic direction of their team/function and to have their contribution and achievements formally acknowledged. PMDS is of strategic importance to the University. Each staff members’ Personal Development Plan (PDP) plan is aligned with strategic, operational and individual performance and development goals to build individual and organisation

capability.

- 2.3 The role of the line manager is also critical for supporting performance management and staff learning and development. Line managers have the ability to identify performance critical skills gaps in real-time, to identify succession planning skills gaps and identify future operational and strategic changes that may trigger specific knowledge, skills or behaviour training and development needs.

### **3. SCOPE**

- 3.1 TU Dublin is committed to creating an environment that encourages staff learning and development. The Staff Learning and Development Policy is a university wide policy that applies to all members of staff.

- 3.2 Staff Development offers a range of formal and informal training and learning initiatives aimed at developing the staff members' knowledge, skills and behaviours to support their current performance and career progression. These initiatives include participation at training workshops, mentoring, coaching, pursuit of higher education qualifications, research activities, participation at conferences and seminars, external networking, internal networking (e.g. participation on departmental and university committees), succession planning, sabbaticals, industrial placement, skills dissemination, formal learning exchanges.

- 3.3 It is recognised that the development of a broad range of competencies brings both individual and organisational benefits. Staff Development offers a range of face to face and online training and development programmes in the following areas;

- **Mandatory and policy training**
- **Good practice and governance**
- **Well-being in the workplace**
- **Equality, diversity and inclusion**
- **Leadership & Management Development**

### **4. PRINCIPLES**

- a. Staff development activities should contribute to the achievement of the University's mission, vision and strategic goals.
- b. PMDS is the primary means of identifying and addressing the development needs of all staff.
- c. All staff members are encouraged to participate and engage with staff and career development activities. They should also take responsibility for their own learning, to develop personal goals and to record and reflect on their own development and achievements in preparation for their PDP meeting.
- d. Some Staff Development activities are mandatory as a consequence of employment agreements, legislation and/or University Policy.
- e. All managers recognise the value of staff development and the benefits it brings to the individual and the university. Managers will support staff members in achieving their training and development objectives through the allocation of time, facilities and other resources, as appropriate.
- f. A variety of Staff Development initiatives are available to all staff.

- g. External providers of Staff Development initiatives will ensure that activities meet agreed University development needs, have clearly defined outcomes and are designed to cater for a range of learning styles.
- h. Implementation of new systems, policies and processes will be supported by appropriate training and development.
- i. To ensure that there is an appropriate and meaningful return on investment, monitoring and evaluation of training and development initiatives is undertaken to measure individual and organisational benefits.

## **5. ROLES & RESPONSIBILITIES**

### **5.1 Implementation of Staff Learning & Development Policy**

- (i) Implementation of the Staff Learning and Development Policy will be the responsibility, in the first instance, of individual Directors in conjunction with the Head of Staff Development, the Head of the Learning, Teaching and Technology Centre and other Heads of Function, as appropriate.

### **5.2 Responsibility of Head of Staff Development**

- (i) The Head of Staff Development will have executive responsibility for the overall management of Staff Development, in particular the facilitation of policy formulation; implementation of procedures in accordance with policy; identification of training and development needs; planning, including the delivery of an Annual Staff Development and Training Programme; managing resources; regular evaluation and quality assurance; communicating and liaising with all areas of the University; maintaining links across the higher education sector and keeping up to date with new innovative ways of delivering training and development.

### **5.3 Responsibility of Learning Teaching & Technology Centre**

- (i) The Learning Teaching & Technology Centre (LTTC) works closely with the Staff Development Department. The Centre will continue to provide a range of professional development opportunities for academic staff. These will include postgraduate programmes in Third Level learning and teaching, short courses, workshops and consultancy supports. In line with the TU Dublin Staff Induction Policy, the Centre will continue to provide the Postgraduate Certificate in Third Level Learning and Teaching for all new academic staff who do not already have a teaching qualification. In addition, the LTTC will identify and help address the academic development needs of staff in matters related to learning, teaching and assessment within the context of the TU Dublin Teaching, Learning and Assessment Strategy. This will involve liaising with academic staff across all areas of the university and maintaining links with other third level Institutions and external organisations.

### **5.4 Responsibility of TU Dublin Staff Development Committee**

- (i) The Staff Development Committee or equivalent on Blanchardstown and Tallaght Campuses will be chaired by the Director responsible for Staff Development. In City Campus the Staff Development Committee and membership will include the Chair of each College and Central Directorate Local Staff Development Committee, the Director of Academic Affairs and Registrar

or nominee, and the Director of Corporate Services or nominee. The Head of Staff Development, the Head of the Learning Teaching and Technology Centre and the IT training manager will be ex-officio members. Local arrangements will apply in Blanchardstown and Tallaght campuses.

- (ii) The Committee will meet at least five times per academic year. In conjunction with the Head of Staff Development and through consultation with College Executives/Senior Management Teams and Local Staff Development Committees, the Committee will have responsibility for:
  - Formulation of Staff Development Policies
  - Review and update of Staff Development Policies
  - Approval of Annual Staff Development Plan
  - Monitoring and reviewing effectiveness of Staff Development activity
  - Approval of the Staff Development Annual Report for circulation to all staff
- (iii) The Committee may establish Working Groups for specified purposes. Membership of these Working Groups may be extended beyond the membership of the Committee. The Working Groups will liaise with and report to the Committee.
- (iv) The City Campus Staff Development Committee will report to the TU Dublin City Campus Human Resources Committee. New Policies or Policy amendments proposed by the TU Dublin Staff Development Committee will be subject to the approval of the City Campus Human Resources Committee and Human Resources Blanchardstown and Tallaght Campus.
- (v) The Head of Staff Development City Campus will represent the TU Dublin Staff Development Committee City Campus on the TU Dublin City Campus Learning, Teaching and Assessment Strategy Committee.
- (vi) As the term of office for Local Staff Development Committees will be three years, membership of the TU Dublin Staff Development Committee City Campus will change every three years.

## **5.5 Responsibility of Local Staff Development Committees**

- (i) The President, Principal and each Director will establish Local Staff Development Committees representative of all categories of staff (i.e. management, academic/research, technical, library, administrative, estates and all other categories). The term of office for membership will be three years.
- (ii) Each Local Staff Development Committee will be chaired by a member of the Executive of the College or Directorate.
- (iii) Local Staff Development Committees will report to and liaise with College Executives/Senior Management Teams. Staff Development, including attendance at workshops, will be a standing item on the agenda of College Executives/Senior Management Teams. Staff Development will be a standing agenda item on College Board Meetings at least once per annum.
- (iv) Local Staff Development Committees will meet at least five times per academic year. In conjunction with the Director, the College Executive/Senior Management Team and facilitated by the Head of Staff Development, they will have responsibility for:

- Regularly reviewing Staff Development Plans and activities to ensure that they are meeting local and individual staff training and development needs, as identified through PMDS
- Obtaining approval from College Executives/Senior Management Teams on any proposals or recommendations on Staff Development matters in advance of their submission to the TU Dublin Staff Development Committee
- Liaise with the Staff Development Department and the Learning Teaching & Technology Centre to organise local 'on site' training and development programmes that are dedicated to local training and development needs
- Communicating and liaising regularly with local staff members on all Staff Development matters
- Promote equity and transparency in the allocation of local staff development resources
- Regularly liaising and consulting with the TU Dublin City Campus Staff Development Committee by receiving reports, by submitting reports, by reviewing the work of the Committee, and by making recommendations.

## 5.6 Responsibility of Managers

(i) The President, Principals, Directors and all managers will have responsibility for implementing the Staff Learning & Development Policy by ensuring that staff members are given opportunities to be trained and developed. They will advise staff on appropriate staff development opportunities, facilitate the participation by staff in staff development activities within reason and economic constraints, and support the application of new knowledge, skills or abilities in the workplace.

Managers will have specific responsibility for:

- Facilitating PMDS (Performance Management & Development System) TDP (Team Development Plan) Sessions
- Holding a PMDS (Performance Management & Development System) PDP (Personal Development Plan) Meeting with each staff member
- Regularly reviewing individual and team PMDS (Performance Management & Development System) Plans to ensure they are being carried out
- Making appropriate budgetary provision for individual and group Staff Development Plans devised through PMDS (Performance Management & Development System), e.g. attendance at conferences – ref. Section 6
- Prioritising expenditure on staff development activities within the overall resources allocated for staff training and development activities
- Ensuring that the Staff Induction and Probation Procedures are followed for all new members of staff, including the requirement for all new academic staff to complete the Post Graduate Certificate within two years of their TU Dublin start date

- Engaging and co-operating with Local Staff Development Committees and Heads of Learning Development, as appropriate
- Engaging and co-operating with College Executives/Senior Management Teams on all matters related to Staff Development
- Participating in Continuous Professional Development activities within their specific profession
- Keeping abreast of current leadership and management thinking and practice by participation on training courses and other Staff Development activity.

## **5.7 Responsibility of all Staff Members**

(i) All staff members will have responsibility to:

- Participate in PMDS (Performance Management & Development System) TDP (Team Development Plan) Sessions
- Participate in PMDS (Performance Management & Development System) PDP (Personal Development Plan) Meetings with their Reviewing Manager
- Where appropriate, participate in Continuous Professional Development activities
- Participate in mandatory, job specific and other personal and professional Staff Development activities identified through PMDS or through the Induction and Probation processes.

## **6. CHARGES FOR FAILURE TO ATTEND TRAINING COURSES**

6.1 TU Dublin places a significant value on staff and the contribution they make to the achievement of the university's strategic objectives. Managers and Staff have a responsibility to participate in the training and development activities agreed through PMDS. Supporting training and development for staff is a priority for the University and involves a significant investment in terms of time, resources and money. However, if staff confirm attendance at training and development workshops and fail to attend, a charge will be applied to the local budget. These charges are outlined in Appendix 1.

6.2 The Staff Development Department works closely with management, staff, specialist areas such as the Health & Safety Office, the TU Dublin Staff Development Committee and Local Staff Development Committees to identify training and development needs and to develop appropriate training and development courses and workshops. The Annual Programme of Courses and Workshops is informed by these consultations and through annual staff training and development surveys conducted through the PMDS process. The Human Resources Committee City Campus has adopted a Staff Training & Development Strategy that recognises PMDS as the primary means for the identification of training and development needs.

6.3 TU Dublin is also strongly committed to meeting its legal requirements and ensuring the health and safety of all staff, students, and visitors. There is considerable investment each year in providing appropriate training to managers and staff.

6.4 Governing Body have approved a Policy on Health & Safety Training for staff that sets out the responsibilities that managers and staff have to participate in required and essential training. A suite of

training courses are organised on a regular basis to accommodate staff in meeting their responsibilities. Some training may be taken online.

6.5 Appendix 5 of the [Health & Safety Training Policy](#) specifies the responsibilities that staff have in relation to attending and participating on training courses.

## **7. RESOURCES & BUDGETS**

7.1 Staff Development Department and Learning, Teaching & Technology Centre resources will normally be prioritised to meet the training and development needs that arise from PMDS and through the Induction and Probation processes. However it is accepted that the need for discipline specific staff development activities, not included in these processes, but related to local strategic aims may arise from time to time and that these activities will be resourced from the budgets of individual Schools & Departments, where feasible.

7.2 The budgetary allocation will be dependant on available funding and plans may have to be prioritised in the context of the amount of funding available.

7.3 Staff Development budgets allocated to Colleges, Directorates, Schools and Departments will be used to cover the cost of the following activities outlined in the Staff Development Plans:

- (i) Attendance at Conferences and Seminars for the purposes of relevant continuous professional development (including related travel and subsistence)
- (ii) Specialised training and development activities specific to local Schools or Departments

7.4 Colleges and Central Directorates are to be encouraged to deploy as much discretionary funding as possible to staff development and hold an annual competition for fee support.

7.5 The budget allocated to the Central Staff Development Department will be used to cover the following costs and activities:

- (i) Leadership and Management Development programmes and workshops.
- (ii) Health & Safety training programmes.
- (iii) Mandatory Staff Development programmes (e.g. Dignity & Respect at Work; Licence to Recruit).
- (iv) TU Dublin Wide Competition for Fee Support for Professional Qualifications.
- (v) Annual Staff Development Programme of Courses & Workshops that address personal and professional training and development needs across TU Dublin.
- (vi) Short Courses under Short Course/Workshop Funding Scheme for Staff involved in Teaching (Training of Trainers) Policy
- (vii) Staff Development Office and Administration Costs.
- (viii) Staff Development Payroll Costs.

7.6 The budget allocated to the Learning Teaching & Technology Centre will include a provision to cover costs of:

- Academic Development Workshops and activities that support the successful implementation of the TU Dublin Teaching, Learning and Assessment Strategy, as appropriate.
- Associated office costs.
- Associated payroll costs.

7.7 The budget of the ICT (Information & Communication Technology Services) Department will include an allocation for the provision of IT (Information Technology) Training and associated payroll costs.

## 8. QUERIES

### **TU Dublin – Blanchardstown Campus**

E-Mail: [hr.blanchardstown@tudublin.ie](mailto:hr.blanchardstown@tudublin.ie)

Contact: Human Resources Manager

Tel: 01 885 1018

### **TU Dublin – City Campus**

E-Mail: [staff.training@dit.ie](mailto:staff.training@dit.ie)

Contact: Head of Staff Development

Tel: 01 402 7869

### **TU Dublin – Tallaght Campus**

E-Mail: [hr.tallaght@tudublin.ie](mailto:hr.tallaght@tudublin.ie)

Contact: Human Resources Manager

Tel: 01 404 2120

### **Useful websites:**

[Staff Development](#)

[Learning Teaching & Technology Centre](#)

[IT Training](#)

## Appendix 1

The following scale of charges will be imposed by Staff Development to the local School/Department budgets of staff members who fail to attend Staff Development courses:-

Reason for Charge	Charge €
1. <b>No Show Fee</b> (i.e. a place has been reserved for a staff member and they fail to attend)	<b>€300</b>
2. <b>Cancellation Fee – Mandatory Training Courses</b>  (i.e. a staff member provides inadequate notice of cancellation. Cancellation should be <b>no later than 2 days</b> before a course is due to take place)	<b>€200</b>
3. <b>Cancellation Fee – General Training Courses</b>  (i.e. a staff member provides inadequate notice of cancellation. Cancellation should be <b>no later than 24 hours</b> before a course is due to take place)	<b>€100</b>
4. Insufficient numbers in attendance at a specially requested training course (i.e. where a manager has requested the scheduling of a dedicated course)	<b>€300 each</b> for the numbers less than the minimum specified

**The Charges will be applied on a quarterly basis.**