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Charter on Staff Development For 2000 and Beyond ; Pamphlet

Dublin Institute of Technology

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Dublin Institute of Technology



Fitzwilliam House,
30 Upper Pembroke Street,
Dublin 2.

Tel:+353-1-402 3000
Fax:+353-1-402 3399

Charter on

staff development

for 2000 and beyond





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Staff Development Policy

Staff Development Vision

As the most important resource in the Institute, staff will have access to the resources and facilities necessary to enable them to develop and expand their knowledge, skills, and qualifications so that they may realise their full potential in relation to the evolving needs of the Institute and their own career development.

Staff Development Aims

The staff will be facilitated in the continuing development of their skills and knowledge to enable them to perform their duties in such a way as to contribute to the achievement of the Institute's overall goals and objectives.

The staff will be encouraged to play a proactive role in their career development and will be supported by the Institute in this regard.

An annual staff development plan will be produced which will reflect the Institute's overall strategy for development.

1. Preamble

- 1.1 The overall aim of Staff Development is to service the mission of the Institute. Staff Development is viewed in a strategic framework which means that training and development activity is clearly focused on servicing the strategic aims of the Institute and the developmental needs of the staff.
- 1.2 Staff Development represents a key strategy for the maintenance, enhancement and renewal of the human resource which constitutes the core resource of the Institute. Continuous development is essential in order to optimise the effective use of this resource. In particular development and training play a major role in the organisation which has set itself the task of structural and cultural change.
- 1.3 Staff Development and Training has major impact on morale, team spirit, willingness to participate in the collective mission and management-staff relations. The Institute recognises that availability of opportunities in a supportive environment affirms staff and formally recognises that their contribution is valued by the organisation.
- 1.4 Staff Development refers to those actions which empower the individual and promote participation in a unified cohesive organisation.
- 1.5 The Staff Development Policy which follows seeks to provide the detailed principles, structures and procedures for the realisation of these aims. The policy addresses the development needs of all staff.

2. Policy Principles

- 2.1** The Institute is committed to providing access for all its staff to staff development opportunities within the context of its mission. It is committed to creating clear structures and procedures to further staff development.

The Institute staff will have access to relevant training and development throughout their career.

There are clearly identified levels of responsibility for training and development:

- the individual – personal career development
- the manager – as promoter
- the Institute – as facilitator

Benefits sought by the individual will be matched with benefits sought by the Institute against transparent and clearly communicated criteria.

- 2.2** Senior management is committed to this policy and its implementation.

This entails:

- the prioritisation of development and training as a staff activity
- that change initiatives will be accompanied by the implementation of appropriate training and development programmes
- resourcing the policy and the initiatives which will flow from it

- 2.3** Development and training will be proactive, linked to medium-term planning and related to Human Resource Management functions such as performance review and career development.



Learning and Teaching Workshop for lecturing staff.

- 2.4** The Institute will have defined standards and benchmarks for the application of training resources. Resources will be targeted in terms of activities, personnel and standards.
- 2.5** Development is not synonymous with training. Some objectives may be met through the use of measures such as sabbatical leave, mentoring, research supervisor induction and training, support for higher degree study, administrative succession planning, industrial placement, skill dissemination, formal learning exchange, courses and other mechanisms which facilitate continuous professional development.

3. Co-ordination of Staff Development

- 3.1** The Institute will establish an overall Staff Development Committee reporting to the Directorate with representation from each of the Faculties, from the central functions, from the Faculty Administrator group and from a number of other areas. The Staff Training & Development Officer will be an ex-officio member.
- 3.1.1** The Staff Development Committee will have responsibility for formulating policy, annual review and update of policies, strategic planning, and the production of an annual report which will be available to all Institute staff.
- 3.1.2** The Staff Development Committee will work in close liaison with the Teaching and Learning Committee, the Postgraduate Studies and Research Committee, the Academic Quality Assurance Committee and other relevant groups.
- 3.2** The Staff Training and Development Officer will have responsibilities for facilitating policy formulation, co-ordination



Trainer and staff participating at a Safety Awareness Seminar in DIT Kevin Street.



Academic staff participating on a Learning and Teaching Workshop in the Learning and Teaching Centre, DIT 14 Upper Mount Street.

- of overall budget proposals, policy implementation and communicating with all areas of the Institute.
- 3.3** Implementation of Staff Development Policy will be the responsibility in the first instance of individual Directors in conjunction with the Staff Training and Development Officer and relevant Heads of Function.
- 3.3.1** Each Faculty will establish a Staff Development Group representative of the whole Faculty including academic/research, technical, library, administrative staff and other categories of staff normally including representation from structured staff. In addition a Staff Development Group representative of the four Central Directors will be established and will include representatives of all categories of the staff of these areas. The staff development needs of all maintenance staff will be addressed by this group.
- 3.3.2** Each Staff Development Group in conjunction with the Staff Development Officer and relevant Heads of Function will be responsible for proposing and monitoring an Annual Staff Development Plan within

the general framework of the Institute's Staff Development Policy. This will involve needs analysis and appraisal of this plan to ensure that the requisite mission, priorities and targets are met within the overall policy.

3.3.3 Proposals for the local allocation of staff development resources will normally be processed by a Head of Function and forwarded to the Director. The Director will provide a forum for appeal by individual staff members so that the criteria relating to equity and access can be transparently met. The outcome of the appeal will be communicated to the Staff Development Group and included in the annual report of that group.

3.4 An annual Staff Development and Training Programme will be published.



Staff Development Committee

Back Row (from left): J. O'Brien, T. Farrell, T. Scott, B. Skelton, J. Turner, D. Spring, T. Redmond.

Front Row (from left): E. Dodrill (Staff Development Office), U. Gavin, R.J. Lawlor (Chairman), P. Kenna, M. Kavanagh (Staff Development Office) and T. Barrett. (Missing: N. Hayes, R. Wills, M. Keating and D. Gallanagh).

4. Staff Development Approach

4.1 Development is applicable to all permanent, EPT and long term contract employees and the individual member of staff will have access to relevant training throughout his/her career development.

4.1.1 Responsibility for the development of scholarship and research capability, managerial competence, administrative skills and pedagogic technique rests at least in part with the individual but is encouraged and facilitated by the Institute.

4.2 Staff Development, whether at Faculty or Function level, will be based on a training needs analysis which has both 'top down' and 'bottom up' dimensions.

4.2.1 The 'top down' analysis will clarify the strategic needs of the Institute and the needs of the individual Faculty, Function or School.

4.2.2 The 'bottom-up' approach should involve ongoing discussion of the personal development and training needs of individual staff members with their immediate manager. This will result in a base-line skills profile of all staff. This exercise will seek to predict and fulfil the development needs likely to arise for the individual over a three year horizon. Ultimately, this exercise should take place within the context of a regular annual or 'every other year' review of staff skills profiles and job profiles during which staff will have the opportunity to enter into dialogue regarding their own development requirements. Appropriate training relating to the review process must be provided to all staff.

4.3 Effective communication throughout the Institute is central to the policy. All staff will be kept fully aware of appropriate training opportunities and of general policy guidelines and procedures. The policy will aim to promote inclusiveness and eliminate communication blockages.

4.3.1 A quarterly staff development newsletter, specially designated notice boards, the e-mail system and the web site will provide for communication of all aspects of policy and implementation.

4.4 Where new skills, knowledge or systems are introduced to the organisation, diffusion will be achieved through formal training sessions, the generation and circulation of reports, and the use of workshops and master classes. All training and development should aim to have a multiplier effect. Transfer of learning will be a central part of the Staff Development Policy and appropriate training in skills transfer will be provided.



Ms. Alice Luby, Course Tutor, and DIT staff participating at a Microsoft Access Workshop in the Short Course Centre, DIT Aungier Street.



New staff attending the 1999 Induction Seminar.

- 4.5** Development and Training programmes will have regard to the Institute's policy on equality of opportunity in design, content and delivery.
- 4.6** Development and Training will be offered on an Institute wide basis with encouragement to staff to participate in opportunities being offered by Schools other than their own.
- 4.7** Development activities, with particular reference to short courses, will be subject to the Quality Assurance procedures of the Institute. Accreditation of development activities will be the norm where appropriate.
- 4.8** The Institute will look to its own expertise in the first instance and will be flexible in stimulating and rewarding development effort by all staff.

- 4.9 Academic and administrative managers will share the same management training programmes where appropriate in order to further the development of an integrated management team.

5. Staff Development Budget Resources

- 5.1 The plans and budgets will be set on an 'objective and task' basis i.e. the tasks required to fulfil an objective should be enumerated and costed at School, Faculty, and Function level and built into the local and overall plans. The plans and budgets will be co-ordinated by the Staff Training & Development Officer and approved by the Staff Development Committee.
- 5.2 The overall 'above the line' annual budget for staff training and development will normally be of the order of at least one percent of total Institute budget.
- 5.3 Budget setting for staff development will be a transparent process and the availability of resources will be communicated to all staff.

6. Staff Development for All DIT Staff

- 6.1 All new members of staff will have formal induction. This will provide an opportunity to communicate the mission and objectives of the Institute and introduce new staff members to the values and culture of the Institute.

- 6.2 Staff will be encouraged to pursue a development path in relation to their responsibilities and careers. The Institute will provide support in the form of fee support and waivers, study and examination leave, participation in external conferences, seminars and training events and through the provision of relevant short courses.
- 6.2.1 All permanent, EPT and long term contract staff will enjoy fee waiver on DIT part-time and evening courses as an incentive to staff development.
- 6.3 Networking of staff from across the Institute with similar roles will be encouraged and facilitated by meetings, courses, specialised training etc.



Ms. Dorothy Keenan, a member of the administrative staff at DIT Kevin Street, who is currently pursuing a Masters in Public Management with the Institute of Public Administration under the Fee Support Scheme.



Ms. Eileen Fitzpatrick, DIT Careers and Appointments Officer, who graduated from the University of Central England in Birmingham, with an MA in Career Guidance. Eileen pursued this qualification under the Fee Support Scheme.



Dr. Martin Rogers, Lecturer, Department of Engineering Technology, DIT Bolton Street, who graduated from University College Dublin, with a PhD in Engineering. Martin pursued this qualification under the Fee Support Scheme.

7. General and Management Staff Development

- 7.1 Management and operations of all functions across DIT aspire to best practice. This will be supported through continuous staff development and training.
- 7.2 A formal initiation in training needs analysis, appraisal and development planning will be provided to all managers.

8. Academic Staff Leadership and Management Development

- 8.1 The development of academic leadership potential and academic management competence is a priority in order to facilitate the restructuring and integration of the Institute, encourage devolved decision making and promote a culture of excellence in all of its activities.
- 8.2 Staff Development will actively support academic leaders seeking to enhance teaching, stimulate research and guide the academic development of team members.
- 8.3 All academic managers are required to stay abreast of current management thinking and practice and will have formal training inputs, as the need arises, in relation to Resource Planning, Budgeting and Systems Implementation.

9. Academic Staff Development

- 9.1 While academic scholarship is primarily the responsibility of the individual staff member the Staff Development Policy will support quality assured teaching and learning at under-graduate and post-graduate levels.
- 9.2 The Staff Development policy will support participation in the research remit of the Institute including post-graduate supervision and applied research activity.
- 9.3 Staff Development resources will be directed toward enhancing the knowledge and formal qualifications of staff to meet the challenge of the Institute's evolving role in higher education. All staff are encouraged to pursue appropriate higher level qualifications.
- 9.4 Staff Development will contribute to the implementation of the DIT Quality Assurance Programme.
- 9.5 An essential component of the academic development strategy is the sabbatical leave policy.