

# Learning and Development Strategy for Staff

## 1. Introduction

### Vision

Cardiff University is a research-intensive university operating on an international stage. With our research-led vision, membership of the Russell Group, breadth and depth in education provision and capacity for sustainable economic, social and cultural impact, we occupy a unique place within higher education in Wales. Our vision is that:

**“We will be one of the world’s leading universities with an academic community recognised for its international distinction and impact”.**

This vision recognises that the success of Cardiff University is built on the successes of its staff and students, individually and collectively.

### Values

The driving forces behind our Vision are our commitments to achieving the highest international standards in research and education and to providing a rich and varied research-led environment where all staff can achieve their full potential to the benefit of the wider community and society as a whole. The University’s values underpin our approach:

- freedom of thought and intellectual curiosity
- excellence, innovation and contemporary relevance
- ethical, open, and collaborative work ethos
- a culture based on dignity, respect and courtesy
- a strong commitment to equality and diversity
- encouraging sustainability

We are a people-based organisation. High quality and motivated staff in all positions throughout the University, as well as the ability of staff to realise their potential, are key to our future success. Our staff are the key factor in achieving our objectives and priorities that are set out in the University Strategy 2009/10 – 2013/14.

## 2. People and Organisation

To ensure success against the University objectives and priorities we need to foster a supportive environment for all our staff. We do this through nurturing leadership and management, empowerment and development, recognising and valuing good performance and maintaining a healthy and safe working environment within a culture based on dignity, respect and courtesy.

## **Outcomes**

This strategy will support the individual to:

- Understand their own personal development requirements
- Articulate personal development requirements in terms of improving own capability and/or relating to own aspirations.
- Negotiate support with the person responsible for agreeing how their personal and career development needs will be met
- Access development that is relevant to their career needs at times that are suitable for them

The person responsible for agreeing personal and career development plans at a School/Directorate/Divisional level will be able to:

- Relate the needs of the individual to the organisational priorities of the School/Directorate and their resource implications and provide clear direction about what is a priority and what is achievable for the individual
- Discuss the individual's personal development in a way that is appropriate to the needs of the School/Directorate or budget, making clear the resources and opportunities that will be available to support the person's development

The University will be able to:

- Demonstrate that employees can participate in formal or informal development opportunities in a way that balances the University's organisational priorities and the aspirations of the individual
- Develop highly skilled managers and leaders in research, teaching and administration and show that this has led to better career opportunities for staff

### **3. The way we support the university strategy**

The priorities listed below, in no particular order of importance will enable the University to engage with the national and international agenda and achieve its vision and strategic direction:-

- **Those who teach and support learning:**

Cardiff values a student focussed approach to teaching and supporting learning as articulated by the United Kingdom Professional Standards Framework. In recognising our shared commitment to the ongoing development of the student learning experience the University offers a range of opportunities for individual and collaborative teaching development.

- **Supporting the professional development of researchers:**

The University's Researcher Development Strategy will recognise the need to support all of the ways in which individuals develop as researchers, from more formal and direct forms of activity such as training courses and workshops, through to more informal forms of development such as learning by doing and learning through interaction with peers.

- **Supporting the development of leadership & management capability:**

Through appropriate formal and informal leadership and management development, with specific emphasis on performance management, the University aims to ensure that good leadership and management practice is consistent across all areas of the institution.

- **Supporting the development of staff who work in roles which support the University's key activities**

The University offers a range of opportunities for individual and team improvement, developing specific functional or generic skills.

### **4. Evaluation**

The individual will be able to:

- Describe how they have benefited as a result of their applied learning, and the impact of the development on their performance in the role.
- Describe how their career prospects have improved as a result of their learning and development and the way they have been managed

The person responsible for agreeing personal and career development plans at a School/Directorate/Divisional level will be able to:

- Give examples of improvements in the effectiveness of individuals, their team and the organisation as a result of people management and learning and development activities

The University will be able to:

- Explain where appropriate how learning and development has improved the effectiveness of the organisation in respect of its vision and strategic direction.
- Describe how the evaluation of its investment in people is used to develop their strategy for improving the performance of the organisation
- Describe the organisation's overall investment of time, money and resources in learning and development

## **5. Review process and monitor**

These guidelines will be renewed and evaluated annually to ensure their effectiveness.

## **Appendix 1 – Learning and Development supporting information**

### **Those who teach and support learning:**

#### **United Kingdom Professional Standards Framework for teaching and supporting learning in Higher Education (UKPSF)**

<http://www.heacademy.ac.uk/ourwork/supportingindividuals/professionalrecognition>

An articulation of professionalism in UK Higher Education teaching. Individuals can seek accreditation against the standards through an individual entry route or completion of an accredited programme of study. Cardiff University offers support for staff through both pathways.

<http://www.cardiff.ac.uk/humrs/training/programme/teaching-learning-assessment.html>

#### **Support for individual networking and development**

The University offers a range of lunchtime and longer seminars, supported by comprehensive 'e' based resources to help staff access and contribute to current teaching agenda.

<http://www.cardiff.ac.uk/learning/>

#### **Peer assisted dialogue and reflection**

Peer Review of Learning and Teaching is Cardiff University's innovative, collaborative approach to staff peer-assisted critical reflection on issues of teaching and learning support.

#### **Postgraduate Certificate in University Teaching and Learning**

Cardiff University's academic programme for staff and those who support the learning of its students.

<http://www.cardiff.ac.uk/humrs/training/pcutl/index.html>

## **Supporting the professional development of researchers:**

### **The Concordat to Support the Career Development of Researchers**

<http://www.researchconcordat.ac.uk/>

### **University Research Staff Webpages**

<http://www.cf.ac.uk/humrs/research/>

### **Vitae**

Vitae is a national organisation championing the personal, professional and career development of doctoral researchers and research staff in higher education institutions and research institutes. Its website contains sections for research staff and for the managers and supervisors of researchers.

<http://www.vitae.ac.uk/>

## **Supporting the development of leadership & management capability:**

Cardiff University Leadership and Management Framework

<http://www.cf.ac.uk/humrs/training/perreview/appraisal/Cardiff%20University%20Leadership%20&%20Management%20Framework.pdf>

## **Supporting the development of staff who work in roles which support the University's key activities**

### **Staff Development Programme**

<http://www.cardiff.ac.uk/humrs/training/programme/index.html>

### **INSRV Education and Training**

<http://www.cardiff.ac.uk/insrv/educationandtraining/index.html>

### **Health and Safety Training Courses**

<http://www.cardiff.ac.uk/osheu/healthsafetycourses/index.html>

### **Higher Education and Technicians Education and Development**

<http://www.heated.ac.uk/>