**Development Policy 2022-2023**

The **People plan** states that the success of the University depends on all staff whatever their role having the relevant skills, knowledge and experiences and that staff are fundamental to its success. A strategic, professional approach to staff development helps the University to attract and retain high-calibre staff with the skills and competencies necessary to deliver its priorities.

Development refers to interventions used to develop the knowledge, skills, and competencies of staff to improve the effectiveness and efficiency both individual and collective.

We are committed to providing staff with development opportunities to ensure that individuals and departments contribute fully to the achievement of department and University priorities in the context of the strategic plan.

**Scope**

OD main focus is on developing leaders within the organisation; however, there is a need to support all staff in their development, building internal capacity and securing future talent for the University.

This strategy embraces all forms of development activity including personal study,   
e-learning, internal or external courses, workshops, work shadowing, apprenticeships, coaching, mentoring and CPD.

Other departments across the University are also responsible for the development of staff including skills development for Early Career Researchers, learning and teaching skills for academics, Health and Safety and digital skills.

**Aims and objectives**

The main aim of the strategy is to provide managers and staff with a range of development opportunities that supports and encourages the development of all staff in line with the delivery of Aston’s strategic plan.

* To engage colleagues with effective development that support them in their existing and future roles.
* To identify and deliver projects that support the development of colleagues and their working practices, including the positive use of technology.
* Colleagues engage with the support provided to them and feel valued in their roles.
* To enhance our leadership and management capabilities across our academic and professional services communities.
* To increase the focus of managing and supporting people through change.
* To support the development of an agile organisation and hybrid ways of working.
* To build and support networks that positively impact on colleague engagement.
* To deliver a development strategy aligned to our behaviours, priorities, values and measured through Our Commitment to You approach to service.

**General principles**

* Our staff succeed in an environment that enables them to be their best selves to work.
* We develop our university, develop our people and develop together.
* We align our focus to support our most important priorities.
* We support the achievement of a fully inclusive culture.
* We will enable progress through effective behaviours, systems and processes.
* We support and value the development and growth of all of our colleagues.
* All staff have equitable access to staff development opportunities, appropriate to their role and aligned to their objectives.
* All staff are supported and encouraged to develop the relevant knowledge, skills and experience to enhance their performance in their current role and, where they are involved in succession planning, for their next role within the University.
* An appropriate balance is created between the desire for individual staff members to maximise their potential and for the University to obtain a return on its investment in staff development.
* Heads of Departments and Line Managers encourage and support all staff (regardless of job role, grade and work patterns) to take advantage of internal and external staff development opportunities relevant to their identified development needs identified via the MDC process.
* Staff take responsibility for their own development. In addition to undertaking mandatory and relevant training defined nationally and locally and as requested for a particular role, they are expected to engage in the development opportunities provided to enable them to keep their skills updated and respond flexibly to change.
* Increased capability to manage and respond to change effectively including new approaches to internal communications and engagement practices.
* Implementation of a new delivery model that makes the experience for colleagues accessing support for all development and change activity easier.

**Anticipated Outcomes**

* Colleagues know what is expected of them from the point of induction and throughout their Aston career.
* Leaders and managers develop new knowledge and skills and feel able to perform their role well.
* All colleagues have easy access to quality development opportunities that meet their needs and those of the University.
* Colleagues feel able to embrace opportunities within existing roles and are ready for future ones.
* Colleagues work across boundaries and disciplines to make best use of talents, helping others to achieve.
* Development is delivered using a blended approach underpinned by the 70-20-10 model.
* Our colleagues understand how to make improvements within their own areas and feel empowered to contribute to change across the University.
* Our teams are high-performing, work in new ways and know what it takes to be successful at Aston.
* A clear approach to mandatory training for both new and existing colleagues.
* Our staff use coaching and mentoring to utilise the expertise at Aston.
* Focused support and development for key networks including technicians, administrators, apprentices, probationers/new starters.
* A Leadership Framework and Management Essentials programme that supports colleagues to be effective in their roles.
* Increased capability to manage and respond to change effectively including new approaches to internal communications and engagement practices.

**Responsibilities**

**Employees:**

It is the responsibility of each employee to:

* identify development needs that will assist them to undertake their role more effectively or to enable them to and discuss with their manager through their MDC meetings.
* participate in pre- and post- development activity discussion with their managers.
* give sufficient notice to any development provider should they be unable to attend. The University has a cancellation policy in place.
* update details of their development via the Aston staff portal

**Managers:**

It is the responsibility of managers to:

* identify staff development needs to meet individual, team, department and University priorities.
* undertake a pre and post development activity discussion to agree and record the aims and impact/benefits.
* support the development needs of the individual and ensure they have capacity to attend and embed the learning appropriately.

**Senior Management:**

It is the responsibility of College Deans and Heads of Professional Services to:

* ensure all their staff are aware of local L&D arrangements for identifying learning needs and seeking
* approval for learning events etc. alongside the University L&D policy.
* produce Development plans which identifies staff learning & development needs, priorities and budgetary requirements.
* encourage their staff to record any additional ad hoc, internal L&D activity and external L&D activity
* (e.g. conferences) - that are not booked through the staff portal.
* scan the environment to analyse and evaluate internal conditions and external factors that affect the organisation and their area and thus ensure staff are adequately developed to cope with a changing landscape.

**Development providers:**

It is the responsibility of development providers to:

* ensure that details of their development activities are promoted via the different communication channels.
* record attendance records for the activity (whether booked or ad-hoc) and update / keep records accordingly.
* undertake, analyse, review and report on appropriate evaluations of effectiveness.

**Links**

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| [Development policy](https://www2.aston.ac.uk/staff-public/documents/hr/OD/staff-development-policy-edited-november-2021.pdf) |
| [Cancellation policy](https://www2.aston.ac.uk/staff-public/documents/hr/OD/course-cancellation-policy.pdf) |
| [Professional development request](https://www2.aston.ac.uk/staff-public/documents/hr/OD/staff-professional-development-request.pdf) |
| [OD intranet page](https://www2.aston.ac.uk/staff-public/hr/development/organisational-development) |
| [Our Commitment To You](https://www2.aston.ac.uk/staff-public/hr/development/our-commitment-to-you) |