POLICY 6 HUMAN RESOURCES and STAFF DEVELOPMENT POLICY					
Prepared by	Ian Fleming	**Reviewed by**	Canan E. Celik Ercan Erkus	**Approved by**	Canan E. Celik
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Policy Issued : April 2014

Policy Owner : Principal / CEO

- ❖ This policy is shared with our staff and/or can be obtained:
  - o on our website https://docklandsacademy.co.uk/policies-and-procedures,
  - o on our internal server via their desktops of all computers in the library on the top floor,
  - o by emailing us at info@docklandsacademy.co.uk.
- ❖ Also, our staff are informed about the main aspects of the policy in the Staff Handbooks and Staff Induction.
- ❖ The policy is reviewed and monitored on a regular basis for currency and fitness as part of our 1.9 Review and Revision of Policies and Procedures.

1. <u>Introduction</u>

1.1 The Academy relies on the commitment and effectiveness of all its employees to provide high quality education to its students.

1.2 The Academy views systematic training and development (staff development) as critical to the success of the institution, its employees and its students. Structured, well-planned and cost-effective training and development at all levels within the organisation makes a positive contribution to the efficient, effective and profitable operation of the Academy.

2. <u>Terminology</u>

2.1 `*Human resources'* means the Academy`s employees, both full time and part time, and includes both those employees who have direct contact with students and those who operate in a more supportive role.

2.2 The term `*staff development`* is used to encompass all kinds of activities that lead to improved knowledge, skills, awareness and confidence in the job role. The Academy views it as inclusive

of the full range of staff, not solely those engaged directly in teaching and assessment or in explicitly `professional` roles. It is recognised, however, that some individuals may be members of professional bodies which may specify defined CPD activities for continued membership.

3. <u>Scope</u>

3.1 This policy relates only to the Academy`s own human resource management arrangements and not to any university staff who may work from time to time within the Academy (with the exception of current legislative requirements which apply to all).

3.2 This policy, and its related procedures, addresses all matters relating to the conditions and treatment of employees at work within and on behalf of the Academy. It covers arrangements to ensure that all relevant legislative requirements are met and also other particular expectations relating to employment with the Academy.

3.3 Health and Safety is covered under Policy 9 (*Facilities and Health and Safety*).

3.4 Staff development activities can take many forms. This policy recognises that these can include:

- formal structured training programmes and seminars
- informal learning on the job
- mentoring
- action learning
- external qualification programmes
- short briefing sessions
- group activities
- conference attendance (either as a delegate or to present a paper)
- research activities
- peer review and mentoring
- study visits
- individual reflection and learning logs
- reading specialist journals
- job swaps and role reversals
- job rotation
- planned delegation
- secondments and work placements
- team building activities
- creativity development
- coaching sessions
- professional discussion
- case studies
- individual research
- sabbatical leave
- online learning

3.5 Training and development activities may be viewed as being on a continuum from highly structured to unstructured and also ranging in terms of involvement from large conference

presentations through small formal training seminars to a wide variety of focussed individual activities.

4. <u>Aims</u>

4.1 The overall aim of the policy is to ensure that all employees can work effectively within an appropriate framework of defined procedures that is reasonable, fair and compliant with current employment legislation.

4.2 In addition, the policy aims to ensure that all employees have the knowledge, skill, experience and confidence to meet the required standards of occupational performance, together with the opportunities for personal advancement and development in the case of those individuals who demonstrate appropriate motivation, enthusiasm, ability and potential.

5. <u>Objectives</u>

The objectives of the Human Resources Policy and its related procedures are:

5.1 Human Resources:

- to ensure that the human resource function is considered, appropriately resourced, managed and reviewed at a strategic level in the Academy,
- to ensure that the Academy operates within the framework of current employment legislation
- to ensure that the selection and recruitment of new employees is organised effectively, fairly and in compliance with current legislative requirements,
- to ensure that all new employees undergo an effective and informative induction process and that they have adequate initial support in the first weeks of their employment,
- to meet and exceed all the current requirements relating to equity and diversity at work
- to ensure that appropriate support is provided to any employees who experience difficulties or stress at work,
- to define and disseminate clear rules and expectations concerning hours of work, holiday entitlement, absenteeism, lateness and poor work performance,
- to ensure that clear and reasonable rules about workplace discipline are defined and disseminated to all employees,
- to define and disseminate arrangements for the regular review of employee performance,
- to define and publish arrangements whereby employees may raise a grievance against the Academy,
- to issue rules and expectations about the appropriate use of information technology within the Academy`s premises,
- to consider any other special condition or aspect of the work of employees within the Academy which may require definition, guidance or regulation.

5.2 Staff Development:

- to ensure that each employee participates in an effective induction programme, which covers a detailed introduction to the Academy and also relevant health, safety and legal requirements relating to the individual`s job role (see *UK Quality Code* Chapter B3)

- to ensure that all employees are made aware of the Academy`s policies and procedures and that they take particular note of those policies and procedures which most closely relate to their job role (see *UK Quality Code* Part C)

- to provide, following induction, appropriate introductory training and support, which may include mentoring and peer review, to enable new employees to reach their expected level of performance

- to ensure that appropriate training and briefing is provided for all staff in health, safety and accident prevention and also in relevant statutory and regulatory requirements

- to ensure that all staff are aware of the expectations of the *UK Quality Code* and other relevant external reference points and that they understand how these relate to the operations of the Academy

- to ensure that particular attention is paid to the development of staff involved in student assessment (see *UK Quality Code* Chapter B6)

- to facilitate, where appropriate, group training and development activities in the context of work teams so as to improve team cohesion and build stronger teams

- through the performance review process and, in the case of teaching staff, through the additional use of data derived from teaching observation and student feedback, to identify current and potential individual training needs on the basis of identified need, effectiveness and fairness (see *UK Quality Code* Chapter B3)

- to make available appropriate resources including a designated training and development budget to ensure, as far as practicable, that all learning which takes place through both formal and informal training and development activities is shared and disseminated in a realistic and systematic fashion.

6. <u>Related Documents</u>

6.1 Policies
- **1** Governance
- **2** Academic Management
- **3** Teaching Learning Assessment
- **4** Student Admissions
- **5** Student Support, Engagement and Learning Resources
- **7** Information

6.2 Procedures
- **1.5** Equal Opportunities
- **1.7** Data Protection
- **1.9** Review and Revision of Policies and Procedures
- **2.6** Self-Assessment and Programme and Annual monitoring
- **2.10** Special Circumstances Affecting Study
- **2.11** Pearson Learner Registration
- **2.12** Contingency and Adverse Effects

- **9.3** Fire Plan and Strategy
- **9.4a** Health and Safety Risk Assessment
- **9.5** First Aid and Accident Reporting
- **9.6** Business Continuity Plan

12.3 Terms and Conditions

12.4 External Reference Points

- **UK Professional Standards Framework for teaching and supporting learning in Higher Education** at *https://s3.eu-west-2.amazonaws.com/assets.creode.advancehe-document-manager/documents/advance-he/UK%20Professional%20Standards%20Framework_1570613241.pdf*
- **CIPD Code of Professional Conduct** at *https://www.cipd.co.uk/Images/code-of-professional-conduct-april-2020_tcm18-14510.pdf*
- **Office for Students (OfS) Requirements and Guidance** at *https://www.officeforstudents.org.uk/advice-and-guidance/regulation/*
- **UK Quality Code Advice & Guidance – Concerns, Complaints and Appeals** at *https://www.qaa.ac.uk//en/quality-code/advice-and-guidance/concerns-complaints-and-appeals*
- **Higher Education Code of Governance** (Committee of University Chairs, December 2014) at *https://www.universitychairs.ac.uk/wp-content/uploads/2020/09/CUC-HE-Code-of-Governance-publication-final.pdf*
- **Association of Employment and Learning Providers (AELP) principles of Good Governance for Independent Training Providers** at *https://www.aelp.org.uk/media/2595/code-of-governance-final-sept-2018.pdf*
- **OIA The Good Practice Framework for Complaints and Appeals** at *https://www.oiahe.org.uk/resources-and-publications/good-practice-framework/*
- **Competition and Markets Authority Guidance for HE Providers** at *https://www.gov.uk/government/publications/higher-education-consumer-law-advice-for-providers*
- **UKCISA Code of Ethics** at *https://www.ukcisa.org.uk/Membership/Codes-of-practice/Code-of-ethics*
- **UK Visa & Immigration (UKVI) regulations** at *https://www.gov.uk/government/organisations/uk-visas-and-immigration & https://www.gov.uk/study-visit-visa*
- **Equality Act – 2010** at *https://www.legislation.gov.uk/ukpga/2010/15/contents*
- **Data Protection Act 2018** at *https://www.legislation.gov.uk/ukpga/2018/12/contents*