

LEEDS BECKETT UNIVERSITY

PEOPLE & ORGANISATIONAL DEVELOPMENT (OD) GUIDELINES

www.leedsbeckett.ac.uk/staffsite



1. Introduction

These guidelines are set against a context of a continually changing organisational environment, where colleagues are required to learn and develop to meet the future needs of our students, our University and other stakeholders.

People & Organisational Development (OD) at Leeds Beckett is focussed on engaging with colleagues to deliver a tailored approach to improving our effectiveness as an organisation through our people. The People & OD team will work with you to ensure that the development activity we offer is the best possible fit for you as an individual, your team and our University.

Individuals have primary responsibility for their own continued professional development. Managers, Deans of School/Directors of Service and the University Executive Board also have responsibilities associated with making learning opportunities available that support our University's strategic objectives.

2. Responsibility of the Individual

- Identifying gaps in their knowledge and skills and discussing these needs with their manager on an ongoing basis and during their Performance and Development Review (PDR) meetings.
- Gaining manager approval for any development applied for.
- Applying their learning back in the workplace.

3. Responsibility of the Manager

- Providing opportunities to colleagues throughout the year and during PDR discussions for the review of individual objectives and to discuss development needs.
- Providing regular positive and constructive feedback on performance and supporting the transfer of learning back in the workplace.

4. Responsibility of the People & OD Team

- Supporting our people to develop the skills, behaviour and knowledge they need to achieve the objectives of their role, team, school/service and ultimately the University.
- Aligning our development opportunities with organisational goals and key performance indicators.

5. Identifying Development Needs

Individual development needs should be identified and agreed through the PDR process. Additional needs may be determined through on-going discussions between the individual and their manager, peer observation, school/service plans and peer or student feedback.

We aim to ensure that colleagues have equal access to development opportunities, appropriate to their role and aligned to their objectives. Development activities will be conducted in accordance with our University's Equality and Diversity policy.

There may be occasions where colleagues have to complete/attend essential development sessions associated with their role and where their manager, school/service or our University feel that this is in both the best interests of the individual and of the institution.

6. Applying for Development

All internal workshops and development events, other than those requiring a selection process, can be booked online via the People Development Programme using iTrent Employee Self-Service.

For development requiring a selection process, the People & OD Team may seek applications via Deans of School and Directors. Typically, to be considered you will need to complete the Application for Development Funding Form and/or provide a supporting statement of up to 500 words.

For development activities that are external to our university, please see further information on funding and local approval processes below.

All development activity must be approved by the individual's manager.

7. Funding

Our University-wide People Development Programme is funded from within Human Resources. As such, there is no cost to schools/services. The People & OD Team reserve the right to charge a £100 fee for non-attendance or cancellations within 3 working days (unless there are mitigating circumstances).

Schools/services manage their own budgets and will consider recommendations/applications for funding in relation to their local strategic and operational priorities and available budget.

The People & OD Team recommend that applications for funding for development **above £300** (excluding expenses) are subject to a local approval process (see Appendix 1 for a suggested template). However, colleagues should speak to their manager to confirm the process within their school/service as this may vary. Professional memberships and subscriptions are not funded.

It is expected that Deans of School and Directors within Services are responsible for identifying and incorporating development needs for their area into their relevant operational plan, and reporting on the outcomes of that investment in a transparent way.

8. Provisions for Study

Colleagues who have been given approval to undertake an accredited/formal programme of study should also have access to the following provisions:

- Paid time off to attend the parts of their course which overlap with work time. Colleagues should not be given any extra time off in lieu, or be expected to work extra time, to compensate for time spent on a course.
- Paid time off for attendance at exams at the rate of ½ day per exam, subject to a maximum of 2 days per annum.

The following guidelines also apply:

- The applicant is willing and able to study outside of normal working hours, in addition to any day release arrangements.
- The applicant is aware that they may be required to pay back fees as per the guidelines below.

9. Reimbursement of Funding

Where the development activity is being funded to a value in excess of £1000 annually, colleagues should be required to reimburse our University a proportion of the funding received according to the guidelines below:

- If they voluntarily leave a programme of study early whilst still in our employment - 100% of the funding should be reclaimed.
- If they leave our employment during the period of study - 100% of the funding should be reclaimed.
- If they leave our employment within 6 months of the development activity - 100% of the funding should be reclaimed.
- If they leave our employment 6-12 months after the development activity - 50% of the funding should be reclaimed.

Where colleagues apply for funding or time off to undertake development that is not directly work-related, it is not expected that funding would be approved.

10. Evaluation & Return on Investment

The People & OD Team evaluates all learning and development activities that it delivers or administers. Feedback from delegates following all development activities and events, as appropriate, will be regularly reviewed with regard to content, value for money and impact on delegates' effectiveness and performance.

When funding has been approved using the Application for Development Funding Form (appendix 1), colleagues are expected to evaluate the activity they attend, to aid future development planning, by completing Section D of the Application for Development Funding Form (Appendix 1) and returning it to their local development panel. Local arrangements may also be agreed for colleagues to feedback their learning to their team, school or service.

Managers are expected to engage in the evaluation of the effectiveness/impact of development programmes through feedback to the individual and/or the People & OD Team.

People and Organisational Development (OD) – Application for Development Funding (Exceeding £300, excluding expenses, or as agreed locally.)

SECTION A – for completion by the staff member			
Full Name		Staff Number	
School/Service		Date of Application	
Activity Type (e.g. conference)		Activity Name	
Date of Activity		Duration	
Cost of Development		Cost Per Year (if applicable)	
Estimated Cost of Expenses		Total Cost - Excluding Expenses	
Project Code		Total Cost - Including Expenses	
Brief description of activity:			
Learning Objectives:			
How will the development support your PDR Objectives:			
Please outline any development activity undertaken in the last 12 months.			

SECTION B – for completion by the manager

Supporting Statement – please outline your rationale for supporting this application:

Where the programme of study is being funded to a value in excess of £1000 annually, you could be required to reimburse our University a proportion of your fees according to the guidelines below:

1. If you voluntarily leave your course early whilst still in our employment - **100% of fees should be reclaimed**
2. If you leave our employment during your period of study - **100% of fees should be reclaimed**
3. If you leave our employment within 6 months of completing your course - **100% of fees should be reclaimed.**
4. If you leave our employment 6-12 months after completion - **50% of fees should be reclaimed.**

The amount will be deducted from your final salary payment. If you are leaving your course early we will arrange for repayment from your salary over a 12 month period.

By signing below you confirm your agreement to repay course fees on the basis set out above.

Member of Staff Signature		Date:	
Manager Name		Contact No.	
Manager Signature		Date	

SECTION C – for completion by the chair of panel

I hereby confirm that funding for this activity has been:		APPROVED / DECLINED	
Dean/Director (or nominee) Signature		Date	
Dean/Director (or nominee) Print Name			

SECTION D - for completion by the staff member following the activity and returned to panel for consideration

Please give specific examples of how this development met your original Learning Objectives:

Would you recommend this activity to other colleagues:	Yes	No
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Please provide reasons: