

ISS SDT Policy statement

ISS is committed to staff development and training. It is the policy of ISS to foster, support and encourage all its staff to acquire the skills and knowledge to deliver quality services to the College community. It is also ISS policy to enhance the personal and career development of staff, taking into account available resources and the needs of ISS and the College.

This policy document should be read in conjunction with the ISS document *Staff Development and Training Guidelines* which is available at :

<http://www.iss-staff.kcl.ac.uk/sdt/>

1. Management support

ISS believes that well-motivated, informed, committed, capable and appropriately trained staff are essential to enable it to provide quality services. A commitment to staff development and training, within the framework of the College's policy, is therefore seen as fundamental to enable us to further develop and enhance the quality of ISS services to support the College's mission.

We also consider that preparing staff through training not only provides them with the necessary opportunities to acquire new skills and to enhance their personal and career development, but also better prepares them to adapt flexibly and speedily to organisational change. Where appropriate, ISS also seeks to support the wider aspirations for an individual's personal growth and development.

ISS also accepts that training and development contribute to effectiveness, professionalism and good management within ISS. As a result, it is appropriate for staff at all levels to have access to appropriate development and training opportunities throughout their working life.

Commitment to staff development and training is therefore seen as mutually beneficial for both ISS staff and for the quality of ISS services provided.

2. Objectives

This policy has been formulated in order to: -

- assist staff to understand and meet the aims and objectives of ISS
- enable the individual staff member to understand their role within ISS and the relationship between ISS and the College
- encourage staff to agree their own development programme within the resources available
- provide a supportive environment in which individual and organisational needs can be identified and updated regularly
- ensure all staff have access to the necessary training to enable them to deliver quality services in a rapidly changing environment
- ensure appropriate links with the College appraisal and staff development scheme are established
- encourage appropriate cascade training
- ensure staff are able to participate in relevant national and professional developments (e.g. the ILT initiative, the work of professional organisations.)

3. Responsibilities

It is the responsibility of the ISS Heads of Departments to ensure appropriate functional and professional training is available to all their staff, regardless of the contractual basis on which staff are employed. It is recognised that the diversity of staff development and training needs will vary considerably across ISS and over time.

In addition, ISS believes that all staff have a responsibility to engage actively in their own training and continuing development and all staff, unless employed on a casual basis, are required to maintain their own training and development portfolio. Staff also have a responsibility for the development and training needs of any staff who report to them.

ISS further accepts that continuous review of development and training needs is a core management responsibility. It undertakes to ensure an ISS annual development and

training programme is implemented, that appropriate resourcing for training and development activities is provided and that staff have the best possible development and training opportunities. A report on staff development and training throughout ISS will be produced annually.

4. Making it happen

In order to facilitate its objectives, ISS recognises the need to distinguish between those staff development and training initiatives which can best be carried out on an ISS-wide basis and those which should continue to be handled at departmental level.

ISS has identified the following generic skills which will be organised on an ISS-wide basis:-

- induction training
- IT skills
- communication and interpersonal skills
- management skills

For many staff, all of the above needs may be appropriate, over time. For others, their needs might be somewhat narrower. The extent of involvement and commitment of time to any particular need will depend on both individual and organisational needs.

ISS will provide central resource for an annual ISS generic skills development and training programme. This will support conventional development and training opportunities but will also be used to initiate and encourage more imaginative options e.g.:-

- to increase staff participation in existing operations such as staff selection
- to encourage mentoring partnerships
- to develop partnerships with local institutions
- to support quality initiatives
- to facilitate wider staff membership on ISS working groups.

In addition, a senior member of ISS staff will be nominated as ISS Staff Development and Training Lead Manager. S/he will be responsible for ensuring that training and development needs are analysed, that an

annual ISS staff development and training plan is implemented, that the resulting programme is evaluated and is benchmarked against practice in comparable institutions.

The ISS Staff Development and Training Lead Manager will co-ordinate provision across ISS in liaison with other senior managers and the ISS Staff Development and Training Group. The ISS Staff Development and Training Group will undertake a regular training needs analysis. Where it is more appropriate for identified needs to be met at a departmental level, these will be reported to the appropriate Head(s) of Department.

Funding for centralized ISS staff development and training support will be allocated on the basis of priorities set in the annual ISS Staff Development and Training Plan.

It is also recognised that, due to the separate professionalisms involved, each department within ISS should continue to resource training and development activities which are focused on specific departmental needs (e.g. induction training, workplace training, acquisition and updating of technical and professional skills). It is the responsibility of each Head of Department to ensure appropriate functional and professional staff development and training opportunities are made available for their staff.

Each department will be required to benchmark local practice against this ISS Staff Development and Training Policy on an annual basis.

5. Evaluation

All ISS staff have a responsibility to evaluate the effectiveness of their training and development opportunities and are encouraged to share their learning with other staff at the time. In addition, the ISS Staff Development and Training Lead Manager will be responsible for obtaining feedback from all training and development opportunities provided throughout ISS and will report on this annually to the ISS Staff Development and Training Group.

September 2000