



The Mico University College
DO IT WITH THY MIGHT

STAFF PROFESSIONAL DEVELOPMENT AND TRAINING POLICY

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The Mico University College

STAFF PROFESSIONAL DEVELOPMENT AND TRAINING POLICY

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For more information about policy development, consult the Policy Formulation and Management Policy on The Mico website at themico.edu.jm/policies.



Table of Contents

1. Introduction.....	5
2. Scope	5
3. Definitions.....	5
4. Aims and objectives.....	6
5. Policy Statements:.....	6
6. General principles.....	7
7. Responsibilities	8
7.1 Executive Management Committee	8
7.2 HR Director	8
7.3 Heads of Academic and Administrative Units.....	9
7.4 Supervisors	10
7.5 Individuals	10
8. Guidelines	11
8.1 Identification of needs	11
8.2 Funding sources	12
8.3 Monitoring and Review of Staff Development Activity	13
9. References	13



1. Introduction

The Mico University College aims to provide distinction in teaching and research as its main strategic objective and must therefore provide an intellectual, social and physical environment in which research, scholarship and learning will flourish, and all students and staff achieve their potential. It is recognised that to realize this aim the University College must depend on its entire staff having the relevant skills, knowledge and competencies, whatever their role.

The University College will therefore devise strategies to attract and retain high-calibre staff with the skills and competencies necessary to deliver its objectives, but will also develop a strategic and professional approach to staff development. The University College is committed to providing staff with development opportunities to ensure that individuals and departments are able to contribute fully to the achievement of the department's and the institution's objectives in the context of the strategic plan. The University College acknowledges that as an educational provider it has a unique responsibility to support and encourage the development of its staff, and recognises that staff development can play a critical role in building the capability of its workforce.

2. Scope

This policy applies to all staff. Formal endorsement of staff development shall be given by the Supervisor. The University College will aim to support individuals through a variety of means within the prevailing budgetary provision and identified business need.

Development activities which have no direct relevance to the individual's role or objectives of the University are not within the remit of this policy.

3. Definitions

<i>Staff development and training:</i>	is defined as learning undertaken by employees to maintain and advance their skills, knowledge and competencies, specifically as they relate and add value to the job and workplace. It is a dynamic process and may be achieved not only through participation in formal coursework but also through professional experience, collaboration, mentoring, and participation in activities of professional organizations, and independent study and research.
<i>Employee:</i>	includes all academic staff, administrative staff and ancillary staff.
<i>Supervisor</i>	includes all employee's whose job encompasses supervisory duties, including Deans, Directors and Heads of Departments.
<i>Heads of academic and administrative units</i>	Include Deans, Directors, and Heads of Departments.



4. Aims and objectives

The aim of this policy is to provide managers and staff with a framework to support and encourage the growth of all staff in line with the delivery of the University College's strategic plan and departmental objectives.

This policy therefore seeks to

- provide guidelines for administering professional development and training at the University College taking into account the needs of the individuals and where possible the career aspirations of staff, as well as, the success of their departments.
- Encourage all staff to acquire and develop the relevant knowledge, skills and competencies to enhance their performance in their current role and, where they are involved in succession planning, for their next role within the University College.
- Promote the need for persons to be involved in research for the development of their careers.

5. Policy Statements

- i) The University College recognizes the importance of encouraging and supporting employees in professional development activities that are related to their employment. It extends to work related professional development opportunities including, but not exclusive to, sabbatical leave; reduced tuition fee rates; eLearning; participation in conferences / workshops in areas of specialization; courses; classes; employee workshops and professional conferences.
- ii) Professional development and training opportunities should be available to all employees; where the professional development and training activities are outside of and/or in addition to regular work hours, written approval in advance of the activities shall be required and shall be considered as regular work for overtime compensation.
- iii) All Faculties/Departments shall be encouraged to develop a coordinated approach to planning staff development, maximising the use of available resources and ensuring that there are appropriate controls in place to enable all staff to be trained at the levels appropriate to their role, in order to ensure that the University College is compliant with respect to its statutory and legal obligations.
- iv) Managers and Supervisors should be provided with the skills, knowledge and competencies they need to work in partnership with their staff to support their staff continuous development.



- v) The University College shall strike an appropriate balance 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.
- vi) The President shall authorize and approve reimbursement for occupational licenses, which shall be applicable to the employee's current position. In order to maintain relevance to the university purposes, the time period covered by the professional license or certification shall be limited (e.g., one or two years).

6. General principles

1. The University shall commit to the development of its staff through encouraging an environment conducive to staff development.
2. All staff development activities will be conducted in accordance with the University College's policies and procedures.
3. All staff shall have equitable access to staff development opportunities, appropriate to their role and aligned to their objectives, but approval to pursue these opportunities shall be dependent on budgetary constraints.
4. The University College is subject to a number of statutory regulations and it must ensure that staff is trained to levels appropriate to their roles in order to perform legally in the best interest of themselves, of others and of the institution. Participation in certain staff development activities will therefore be mandatory.
5. In order to gain the most benefit, the University College's staff development processes need to be closely aligned with other planning and review cycles including at the individual, departmental and institutional levels. The planning and review cycles include the annual planning and budget cycle; the performance evaluation cycle; academic course reviews.
6. Funding and/or study leave for the purpose of staff development must be recommended by the appropriate Dean or Head of Department in consultation with the HR Department for approval by the President.
7. Heads of Departments and Line Managers are expected to 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. It is the University's expectation that all departments participate in appropriate staff development activity.



8. Staff will be required to take responsibility for their own development. In addition to undertaking mandatory and relevant training as required for a particular role, they are expected to avail themselves of the development opportunities provided to enable them to keep their skills updated and respond flexibly to change.

7. Responsibilities

Responsibility for professional training and development extends to all levels of the organization. The University College shall therefore be responsible for identifying, creating, and providing opportunities for professional development and training to enhance and build the capacity, skills, excellence, and professionalism of employees and so enable them to contribute effectively and creatively to the University's mission.

The responsibility for the development of staff shall be a shared process. The roles and responsibilities, in general, for specific groups are indicated below:

7.1 Executive Management Committee

The Executive Management Committee shall –

- Be responsible for identifying and communicating priorities and goals as well as relevant developments and trends affecting the institution.
- Receive reports on the Professional Development and Training from the HR Director
- Budget for Staff development using the information derived from the departments.

7.2 HR Director

There shall be an Internal HR-Committee chaired by the HR Director with the overall responsibility to formulating and implementing the Staff development policy. The Committee shall report to the Executive Management through the HR Director.

The HR Director shall –

- Ensure provisions for effective staff development – from clarifying needs, to design and selection of methods, through to the delivery and evaluation of interventions.
- Provide all line managers and those involved in the identification and prioritisation of staff development activities with the relevant support as dictated by the budget.
- Maintain effective partnerships with departments to ensure individual and team objectives are supported by appropriate development activities.



- Assist supervisors in adopting flexible strategies which promote participation in professional developmental/training activities.
- Offer guidance on external provision of staff development interventions.
- Ensure such activities are conducted in accordance with the University College's policies and procedures.
- Ensure that mechanisms are in place to ensure accurate training records are maintained.
- Evaluate staff development activities to assure and enhance performance.
- Recommend budget for Staff development using the information derived from the departments.

7.3 Heads of Academic and Administrative Units

Heads of Academic and Administrative Units shall:

- Be responsible for assessing and communicating professional development and training needs of individual employees in their direct reporting line, identifying and actively encouraging and supporting appropriate learning experiences. Supervisors have the final approval for providing time for professional development and training opportunities.
- Plan for, allow and approve appropriate professional development and training activities that occur as part of work time.
- Demonstrate their commitment to excellence and continuous development.
- Identify needs for development of their staff arising from internal and external change at Departmental and institutional levels.
- Liaise with the HR Department for the provision of appropriate developmental interventions and appropriate resources (time and money) for Staff Development activities.
- Ensure training opportunities are supported in accordance with the University College's policies and procedures.
- Delegate responsibilities where appropriate and ensure the maintenance of these responsibilities
- Recommend conferences / workshops etc. for staff (Information to be provided to HR for budget purposes.
- Encourage participation in conferences /workshops by the submission of papers etc.



7.4 Supervisors

Supervisors shall:

- Monitor and evaluate the effectiveness and impact of staff development. This may include contributing to an annual summary of outcomes/benefits to the Department.
- Ensure that individuals have the opportunity at regular intervals, to discuss their Staff Development needs.
- Give staff constructive, honest and timely feedback on their performance.
- Identify individual and team development needs which take account of both the University College's goals and relevant aspirations of individuals.
- Regularly consider the development needs which will enable individuals or groups to respond effectively to internal and external changes.
- Establish priorities taking account of individual departmental and institutional priorities and making appropriate provision to meet them within the resources available.
- Where appropriate, approve attendance at relevant staff development activities and making appropriate provision for the release of staff from their duties.
- Brief and de-brief their staff members who participate in staff development activities, to facilitate effective consolidation of their learning and in some cases dissemination more widely.

7.5 Individuals

Each staff member shall

- Be responsible for assessing their job related skills and knowledge, for maintaining a high level of performance throughout their employment at the institution, and for seeking approval for appropriate professional development and training opportunities in consultation with their supervisors.
- Reflect at regular intervals upon their performance in their current jobs and future career aspirations and identify their appropriate development needs.
- Discuss with the Dean/HOD/Supervisor career aspirations during the Performance Review and meet with their Dean / HOD / Supervisor with a view to establish priorities in relation to personal, departmental or institutional objectives.
- Take full advantage of such opportunities.
- Have the option to maintain an individual personal development portfolio as evidence of his/her development and achievement.



- Apply newly-developed knowledge and skills to his/her work and the development of careers.
- Raise the issue, initially with the Supervisor, where difficulties occur.
- Recommend to Supervisor/HOD conferences / workshop which may be beneficial
- Report to Faculty/Department the information gleaned from conferences / workshops attended.

8. Guidelines

8.1 Identification of needs

The needs of staff regarding staff development shall be identified.

- Managers are expected to discuss staff development needs with each of their staff at least annually as part of the Performance Review Process.
- The needs of staff new to the institution should be identified two weeks of taking up an appointment.
- The needs of staff transferring to a new role within the institution should be discussed within four weeks of taking up position.
- Department needs in the annual planning and budgetary cycle shall be identified by:
 - Heads of Departments observations and requests
 - Actions arising from the staff themselves
 - Evaluation of feedback from current programmes

Staff development needs may be identified throughout the year. The planning processes will retain flexibility for agreement of additional development needs as they become necessary.

Needs may include but not limited to:

1. Learning directly related to optimal job performance
 - a. business skills, including financial stewardship, human resource management and strategic leadership; knowledge of university policies, procedures, mission or governance structures;
 - b. communication skills, including basic skills, conflict management and resolution, negotiation and facilitation;
 - c. team communications and/or team building skills;
 - d. research funding and grant administration knowledge and skills;



- e. knowledge and skills in recognizing and responding effectively to discrimination and harassment;
 - f. knowledge and skills in the uses of technology to increase the efficiency and effectiveness of the university's business and/or educational practices.
2. Maintaining and developing professional expertise
 3. Identification of Opportunities.

The Dean / HOD / Supervisor shall:

- keep abreast of the opportunities which may be available for staff development in the area of specialization or otherwise and
- encourage staff to make use of the opportunities.

8.2 Funding sources

The funding sources for professional development opportunities vary depending on the activity. Funding for many professional training courses may be from institutional funds. However for those professional development and training experiences that do require a fee, the following funding resources are available for consideration by the supervisor and/or employee.

a) University funding:

- The University College from time to time undertakes seminars, workshops etc. which will be open to staff depending on accommodation.
- Staff fee privileges. This benefit offers university classes at reduced tuition and is available to eligible employees (not including temporary classified employees, and student employees) as per the HR Policy (Staff Members as Students)

b) Department funding:

- Department funding (i.e. identified in the budget) may be used for the cost of learning experiences, assuming the activity will benefit operational efficiency or effectiveness or is otherwise in line with the guidelines in this policy. Funding is at the discretion of the supervisor and is based on department budget capacity.



8.3 Monitoring and Review of Staff Development Activity

- The University College is committed to the continuous improvement of its staff. Therefore there will be a provision for development and the institution encourages feedback from staff. Where appropriate, best practice will be shared as part of the institution's commitment to improve its service provision.
- Those responsible for managing staff shall, together with the staff member participating in staff development activities, evaluate the extent to which development undertaken has achieved the intended objectives, and where necessary agree appropriate next steps with the staff member during their annual Performance Review.
- Application of the policy will be monitored by the Director of Human Resource. Annual reports shall be made to the Executive Management Committee

9. References

- [Performance Appraisal Policy and Procedures](#)
- [Staff Members of their Relatives as Students Policy](#)