

MANAGER AND STAFF DEVELOPMENT POLICY

Section	People & Organisational Development
Contact	People & Organisational Development
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Purpose:

This policy aims to support the development of academic and professional services managers and staff to increase their knowledge, skills, expertise and potential to enhance individual and team performance in their current roles and to prepare them for future roles, to support the strategic direction of the University.

Policy:

Massey University is committed to appropriate personal and professional development of all permanent and fixed-term staff. The policy outlines Massey's development model, individual and management responsibilities, processes relating to development planning and access to development opportunities, and equity considerations. Staff development opportunities are a critical investment from which staff and the University benefit.

Definitions:

Staff Development refers to the range of activities that:

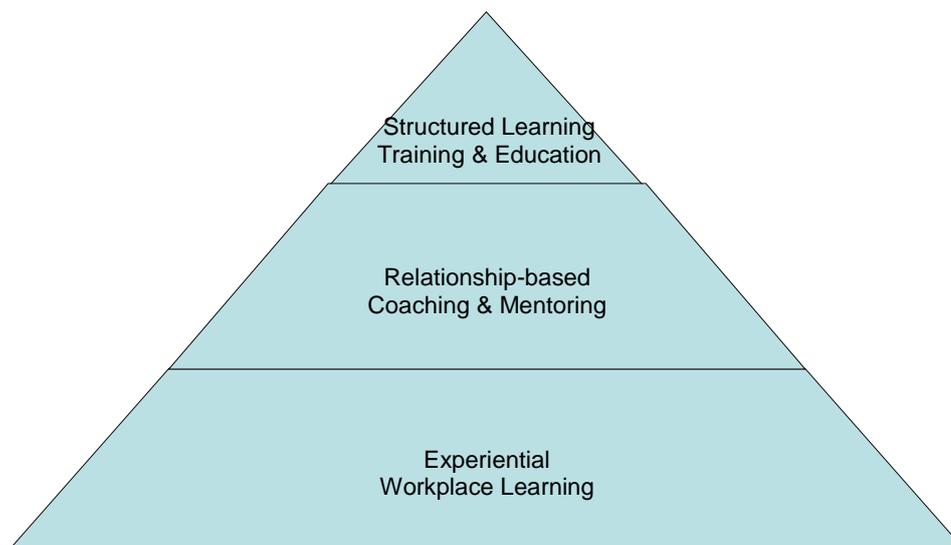
- improve individual skill and knowledge to enhance performance, and increase staff capability, engagement and job satisfaction.
- develops and expands team performance.
- facilitate a high-performance service culture, raising the quality of the work environment, and enabling excellence.
- help to build the collective capability to maintain and improve organisational effectiveness and efficiency and achieve Massey's strategies and goals.

The responsibility for staff development is shared by the individual and their managers including Heads of Departments/Schools/Institutes, and the University. Massey provides development opportunities to support staff to improve effectiveness in a current role, to assist staff to initiate and respond constructively to change, and/or may assist realisation of potential and career advancement in a future role.

All staff, both academic and professional services, are encouraged to participate in these opportunities and balance development with operational requirements and budget. Development is a legitimate form of work activity. Where a manager identifies development as necessary to improve identified areas of performance and capability, participation may be compulsory.

Development is not merely about 'training', but may involve a mix of development categories. Development options may include tertiary study, structured on-line or face-to-face training courses, conferences, coaching, mentoring, secondments, peer review, networking, and workplace/on-the-job learning opportunities.

The following model reflects the importance and contribution of the main categories of development opportunity:



The investment in development whether funded or unfunded, aims to enable staff to deliver their best, maximise their potential and enhance Massey University's capability. Managers and the various internal providers of staff development activities will develop, implement and monitor development activities in accordance with this policy.

Principles:

The Manager and Staff Development Policy is based on the following principles:

1. Development activities should contribute to the achievement of Massey University's strategies and goals.
2. The induction, performance management, and development processes are the primary means of identifying individual development needs and are informed by college, service, and University planning documents.
3. Some staff development opportunities may be mandatory as a consequence of employment agreements, legislation, University policy and strategy, and/or individual performance and development needs.
4. Permanent staff and those employed on fixed-term agreements (12 months or more) have precedence for development based on identified needs, followed by those employed on shorter fixed terms and casual agreements. Contractors are generally expected to possess the requisite capabilities to perform any work they are hired to undertake and will not generally be eligible for development support from the University.
5. All staff are required to take responsibility for their own learning, develop personal goals, and to record and reflect on their own development, and to assist in developing others.
6. Development for improved performance in a current role shall take precedence for an individual over development of that individual for potential future roles.
7. Effective, efficient and culturally appropriate delivery of development solutions will be supported by the University selection of providers of development interventions in preference to dispersed purchasing of solutions.

Responsibility for Development:

The responsibility for development is shared by individual staff members, supervisors, managers and internal providers and should be provided on an equitable basis.

Managers Responsibilities:

Managers are responsible for implementing this policy by ensuring staff are provided with appropriate opportunities to develop within the financial and HR delegations. Responsibilities include:

- Analysing the development needs of the business area and individual staff members and ensuring that team members have a current performance management and development plan to meet these needs. For managers this will involve use of the Massey University Managerial-Leadership Capability Framework and associated assessment resources.
- Ensuring that regular Performance and Development Planning processes occur annually for their staff that they manage.
- Utilising University approved or endorsed development solutions, which support consistency and scale economies for development expenditure and investment.
- Budgeting to make reasonable provision for staff development needs.
- Ensuring planned attendance by staff at development events is supported by appropriate planning and release of staff.

Staff Members Responsibilities:

Individual staff members are responsible for:

- Engaging with their own development needs.
- Participating constructively in discussions about their development needs, and in programmes and development activities agreed with or as reasonably directed by their manager.
- Planning work to ensure scheduled attendance at development events is able to be adhered to.

Internal development-provider's Responsibilities:

To promote an integrated and comprehensive source of information about development solutions offered by the University, internal providers of development offerings will, in addition to any separate promotion of offerings, include these in a University portal of information.

The People and Organisational Development Group, in partnership with other areas of the University engaged in providing development solutions (such as Teaching and Learning Centres) will operate appropriate mechanisms to support a community of practice around manager and staff development that supports, as practicable -

- Relevance of offerings.
- Recommendations to the University Senior Leadership Team on priorities for development.
- An aggregate view of development themes.
- Opportunities for effective procurement.
- An effective balance of University and College/Service decisions about development.
- Co-ordination of timing of development events.
- Avoidance of replication of offerings.

Development Expenditure:

Development interventions can involve significant investment of money and time. To support efficiency in the purchasing or development of solutions, managers are encouraged to direct learning and development requests for new interventions to People and Organisational Development to avoid replication and multiple providers of common solutions.

Core managerial-leadership development will generally be sourced through University-approved and funded University-interventions, while not precluding provision at the College and Services level for particular identified individual development needs.

Audience:

All staff of Massey University.

Relevant legislation:

None

Legal compliance:

None

Related procedures / documents:

[Staff members relevant Massey University Individual or Collective Employment Agreement](#)
[Massey University Performance and Development Planning Policy](#)
[Performance and Development Planning and Review Procedures](#)
[Massey University Staff Study and Application for Staff Member Fees Concession](#)
[Massey University Staff Development Calendar](#)
[Massey University Leave Guidelines](#)

Document Management Control:

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