1. Policy Summary

The HR Training and Development section forms part of the HR Strategy and Development Directorate with Leadership Development and Organisation Development. As part of its ongoing commitment to the development of staff in the University, HR Training and Development provides soft skills training programmes for all staff, which should be requested through the University's Performance Management Development System (PMDS). **Soft skills** refer to skills, such as, management, interpersonal and personal development skills that determine strength as a leader, supervisor, negotiator, conflict manager and project manager.

Alongside development initiatives under PMDS, HR Training and Development provides one and two hour skills seminars and health and well being seminars for all staff covering topics such as financial management, pensions, information compliance and work/life balance. These programmes are requested directly through the HR staff development webpage http://www.ucd.ie/hr/staffdev/. Job specific or non-standard training can also be provided once an analysis of the type of training requested has taken place. HR Training and Development also supports the *Staff Fee Concessions Policy*, *The Conference Allowance Policy* and *The Study and Exam Leave Policy.*

2. Purpose of Policy

- To provide a framework on soft skills training & development, for all staff in the University through the development of each individual and thereby enhancing the individual's and the University's performance;
- To highlight the level of service offered by HR Training and Development;
- To provide contact details on where to find information on different types of training specific to staff needs within the University.

3. Scope of Policy

This policy applies to all staff in UCD who are responsible for their own or other staff members learning and development. It is from the perspective of HR Training and Development and the soft skills training and development they provide to staff in the University.

4. Policy & Procedures

There are many different types of activities that contribute to an individual's personal development and staff are encouraged to consider the range of opportunities available to them. Some activities are undertaken with the specific aim of enhancing skills tand/or imparting information e.g. attending a seminar or training programme, reading, work-shadowing and mentoring. Other activities

offering the potential for development, may arise in the course of normal work activity e.g. being involved in a secondment or project where the individual acquires new skills or knowledge or discussing how to deal with a particular problem with a colleague.

4.1   Key HR Training and Development services:

- Facilitation and Administration
- Orientation
- Probation
- Development Pathways
- UCD Performance Management Development System (PMDS)
- UCD Learning & Development programmes
- UCD Skills seminars
- Health and Wellbeing seminars
- Pre-retirement Planning
- Job specific training
- Development/Support/Resources/Information
- Training Review Analysis
- Policy Development
- Leadership Development
- Mentoring
- Coaching

4.2   Funding for Training & Development

The budget for HR training and development is managed within the HR Strategy and Development Directorate. The cost for HR Training and Development programmes are covered by the HR budget and there is no charge to the individual/school/unit for programmes offered by HR Training and Development. However, a cancellation fee does apply to those who confirm they are attending a programme and then cancel up to 10 days prior to the programme taking place (please refer to the staff development website for further information http://www.ucd.ie/hr/t4cms/cancellation%20policy%20final%200910.pdf).

All University Schools and Units have independent budgets and these can be used to support specific and specialised training and development requests within the school/unit with authorisation from the Head of School/Unit.

The University covers some of the cost of training through the internal training provider network (central funds) but it is recommended that a percentage of the school/unit budget, indicatively 1% be also set aside for specific training requests that cannot be met by the internal training providers.

4.3   Access to Training & Development

Training and Development opportunities are available to all staff across the University. The UCD Equal Opportunities Policy aims to ensure that all staff members of the University are trained, appraised, given access to relevant work

experience, promoted, and otherwise treated on the basis of their relevant merits, qualifications, abilities and experience.

Training and development activities organised by HR Training & Development will usually take place during work time on Belfield or Blackrock campus.

5.   Further Information

For further information on the services and support provided by HR Training & Development, please visit the UCD HR website http://www.ucd.ie/hr/staffdev/

- General training and development queries: staffdevelopment@ucd.ie or (01) 716 4919
- Queries on PMDS: http://www.ucd.ie/pmds/   pmds@ucd.ie or (01) 716 4913
- Queries on Leadership Development/Coaching/Mentoring: niamh.odonoghue@ucd.ie or (01) 716 4928
- Queries on Organisation Development: sandra.coughlan@ucd.ie or (01) 716 4942

6 Policy Revision History

Version	Date	Description	Author
1.0	11 May 2010	Creation of Policy	UCD HR