



STAFF DEVELOPMENT
ANNUAL REPORT 2009/10

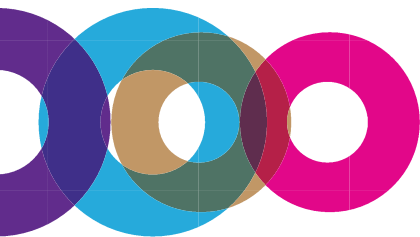
A focus on University priorities

Introduction and context

This was a turning point year for the Staff Development Service at the University of Bristol. External developments in Higher Education, as well as internal priorities, resulted in the pressing need to think about the size, shape and role of our service.

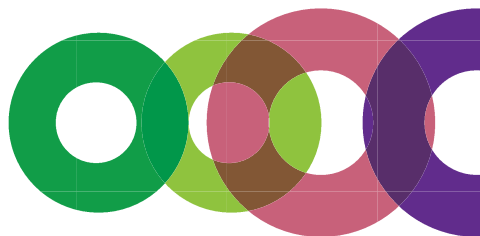
As a result a major training needs analysis was undertaken with senior managers during the second half of the year. This resulted in the creation of a brand new Staff Development Strategy 2009 – 2015 that more appropriately addressed immediate challenges, as well as the University Vision and Strategy.

The process identified six major challenges for the University moving forward. Staff Development plan to play an increasingly significant role in helping University staff meet these challenges:



Challenges:

1. Political and financial uncertainty
2. An ever increasing workload
3. A changing work environment
4. A need to build leadership capability
5. A need to engage staff more fully in University Vision and Strategy
6. The evolving role of the Academic.



A brand new Mission for Staff Development was agreed: ***“Supporting organisational, team and individual learning”***.

Our new Vision was set out under our new logo and overall image: ***“To create and support learning opportunities that reflect, pursue and strengthen the achievement of University aims. Implicit in this vision is the belief that all staff have an important role to play in our success.”***

Much better linkage was made between the work of Staff Development and the overall People Strategy. In particular, clarity was given to the parts of the University Vision and Strategy 2009 – 2016 that we will support, namely:

- To recruit and retain first-class talent
- To foster a high-achieving workforce that is competent, committed, creative and capable of managing and responding positively to change
- To develop a culture and an environment that motivates and enables people to make an excellent contribution.

Some of the ‘pick and mix’ skills development programme was withdrawn this year, freeing our resources, both financial and people, to deliver more bespoke and speedy interventions instead, tailored to meet the particular needs of staff.

The Team

For the first time the team came together under one roof in the newly refurbished 2nd floor of Senate House. The existing Staff Development Service was merged with the Career Coaching Service and the researcher development function, led by Christian Carter, Organisational Development manager responsible for Staff Development. Christian was new into this role with effect from Autumn 2009.

The team forms part of a wider commitment to a more strategic approach to Organisational Development (OD) at Bristol, with the formation of a new OD function led by Fiona Ford as Director of Organisational Development. The new function includes the specialties of Change Management and Equality and Diversity, as well as Staff Development, and was formed in the autumn of 2009.

Activity

Course topic	No. Of courses delivered	No. Of attendees
IT Training	216	1384
Personal Development	24	323
Research Staff & Enterprise	48	538
Leadership, Management & Supervision	30	247
Learning Technologies	10	53
Health and Safety	80	693
Equality & Diversity	8	84
Finance	3	34

Just under three and a half thousand staff attended centrally organised development activities, delivered by a range of subject experts and consultants from within and outside the University.

Academic Staff

We have a history of providing some of the very best corporate development to our research staff (Pathway 2) in the UK. We pride ourselves on an approach that is far more than simply 'training', offering high quality information and support, and improved communication and consultation, with our 1100 research staff. Increasing their levels of 'engagement' with the University of Bristol as an employer is as important as skills development to us moving forward.

Highlights this year include:

- **INFORMATION:** The research staff website was reviewed and now hosts a new homepage, a new set of "Your Career" pages, a fortnightly blog about life as a new lecturer and a set of informative video career stories.
- **TRAINING:** The research staff training programme was again popular with 538 research staff attending 48 research staff-specific courses on a range of topics.
- **SUPPORT:** 2009/10 saw the successful pilot of a new mentoring circles scheme for research staff designed and run in collaboration with the research staff representatives committee. A total of 59 Pathway 2 research staff now have



Our targeted provision for all academic staff is being reviewed following training needs analysis using the academic role profiles, promotion and progression criteria, and a series of conversations with Heads of Department.

Currently we act as a central point for information and bookings for academic staff training run by other departments such as RED and the Graduate School of Education. We plan to provide further information about these opportunities, as well as developing our own programmes to fill the gaps identified from the training needs analysis process.

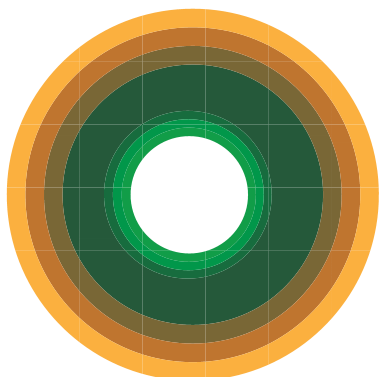
"538 Research Staff attended 48 different skills development events this year"

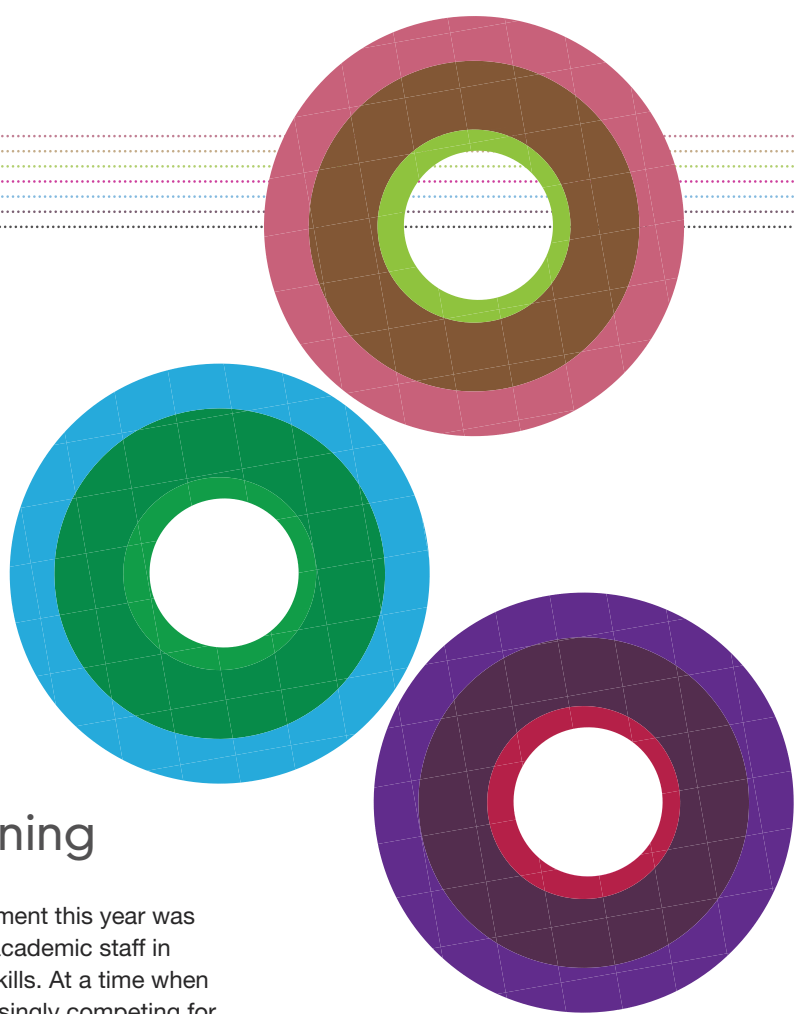


One important gap that we began to fill in 2009 was people management training. The "Preparing to Manage Research Groups" programme ran for the second time in 2009/10 with fantastic feedback. We are now developing a similar programme for more experienced academics to run from September 2010, entitled "**Leading Research Teams**", as well as offering a one day very condensed version of each.

This year saw an overall movement in emphasis towards expanding the academic development provision to all three academic pathways. This will be facilitated by the creation of a brand new University of Bristol Academic Development Framework. The Framework will offer training and development activity and guidance linked to the Academic Role Profiles, to enable staff to see what support is available to them at different levels and on different pathways. Initial work took place this year to scope out this major piece of work from 2010/11. Dr Alison Leggett, Staff Development Manager (Academic Staff) leads on this strategic development.

"A truly excellent investment of time. Nothing like you think management training will be"
(Preparing to Manage Research Groups delegate)





Media training

Another new development this year was in-house training for academic staff in broadcast interview skills. At a time when universities are increasingly competing for both international and domestic students, it becomes even more vital that we make the most of any media opportunities. Due to the recruitment of Kate Butler as a Staff Development Manager on the team, we are now able to run high quality workshops for academics keen to improve their interview skills. Kate is a media and communications specialist with more than twenty years experience as a BBC TV journalist and documentary producer. This new offering has proved to be extremely popular with academic staff.

“Increasing levels of ‘engagement’ with the University of Bristol as an employer is as important as skills development to us moving forward.”

Teaching and learning

The University's Teaching and Learning Programme continues to help all involved with teaching students at Bristol become established and confident in their teaching. Delivery and assessment is undertaken by colleagues within the Graduate School of Education.

The Programme is offered to all staff who are engaged with the student learning experience: academic and research staff, postgraduate teaching assistants and more experienced staff, who wish to use the programme modules as a refresher.

In line with the University's career grade pathway, it seeks to develop a continuing professional development ethos. Evidence of growing competence and understanding of issues forms the basis of self-assessment and appraisal of progress in the areas of teaching, learning and assessment.

It acknowledges the different starting points of individuals and recognises that many Postgraduate Teaching Assistants go on to become research staff and/or full academic staff members, either here or elsewhere.

Staff are able to follow the respective Programme via two pathways:

- A core progression non-accredited pathway that leads to a certificate of completion (mandatory for new academics)
- An optional accredited pathway that leads to an educational qualification and automatic eligibility for the Associate/Fellowship of the Higher Education Academy (HEA).

There are currently 60 academic staff actively engaged with the Programme and working towards completion or full accreditation.



Coaching Service

In line with our overall strategy to 're-focus' services to the areas of greatest need, the Coaching Service had a major role to play in the implementation of the University Voluntary Severance and Early Retirement Scheme (VSER) 2009/10. This change in emphasis has been led by Clare Brophy Staff Development Manager (Coaching)

A number of employability workshops have supported the VSER process throughout the year. Four of these have been bespoke, to help support a large group of staff at ALSPAC, whose unit was closing; a total of 85 staff took part. Open access workshops have helped equip a range of staff with practical skills such as networking, identifying skills, CV writing and interview technique.

Each course had 25 delegates and received very positive feedback from participants. As well as offering support and training, the courses were also beneficial in bringing together staff from different departments who were then able to share experiences and tips. Popularity has led to a further six planned for the autumn term.

"It has been fantastic and I have really valued the dedicated time with a career coach. She hasn't done things for me but has inspired me to do things for myself. She has helped me challenge how I saw my future and realise that I don't always have to work in the way I do now. The whole experience has been extremely valuable to me and I really appreciate the University providing this service. If there is any way this can be passed on to those 'on high' that would be great."

1:1 coaching session

The VSER Website

“Support for those facing career transitions in tough times”

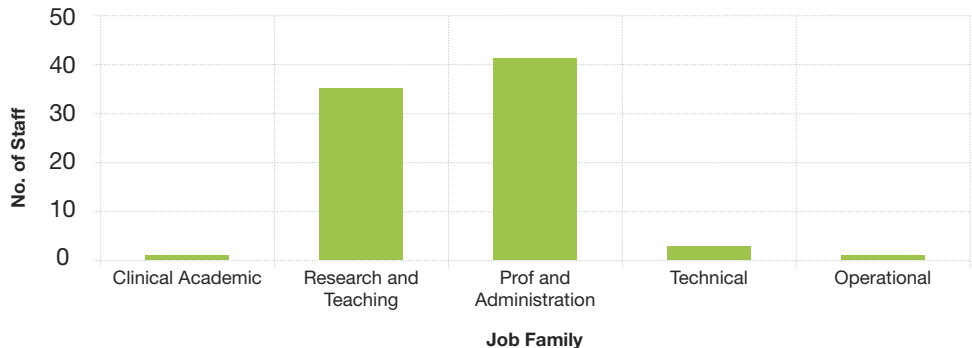
These new webpages were developed as part of the Staff Development website, aimed at providing support and practical information for staff considering voluntary severance or early retirement, or for those whose contracts are coming to an end. It was set up within a few weeks of the first VSER scheme being launched and new courses were commissioned from both internal and external providers on topics such as retirement planning, managing change, career transitions in tough times, as well as monthly lunchtime sessions on financial planning.

One-to-one “drop in” sessions with staff from Personnel Services and Finance

were also advertised on the site, and support services such as Staff Counselling and the University Chaplaincy were invited to contribute to the site, advertising their availability. This website is continuing as a resource during the first half of 2010/11. Further courses have been commissioned and advertised on the site to support staff during the current period of major organisational change.

This year a total of 210 staff accessed a range of services including 1:1 coaching sessions with professionally qualified career coaches, group workshops and on going e-mail advice. More than 300 face-to-face coaching sessions took place.

1:1 coaching appointments by Staff Group



Supporting Change

Change is at the very centre of so much of the work we do. Staff Development supported and prepared staff for managing and dealing with organisational change particularly in the second half of 2009/10. Quality interventions of this kind increase the likelihood of change being introduced successfully.

Effective development here means that all staff, both those responsible for managing change and those who are dealing with change, are up-skilled and continue to develop their learning in this area. Relationships of trust are built in these environments and knowledge of context and challenges deepened, resulting in an increased willingness to explore individual and group areas for development.

The approach taken has been one of raising awareness and insight about individual patterns of behaviour, as well as sharing knowledge and research into best practice. Formal and informal sessions have also been further strengthened by access to career coaching where staff posts have been identified as being 'at risk'.

Whilst we are in the early stages of evaluating the impact of such interventions, indications are that these bespoke events work best.

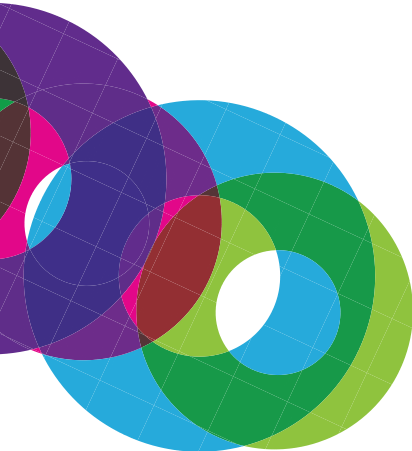
The general pattern of activity has increasingly shifted away from central training sessions, towards more tailored and bespoke events (see below). This service is provided by our expert in-house facilitators led by Kemi Oladapo, Staff Development Manager (Change).

The pace and extent of change is extensive and there are no indications that this will be different in the foreseeable future. As a result this topic features heavily in our 2010/11 Objectives.

"My coach was fantastic! I was listened to thoroughly. From October 2010 I will be starting a higher education course as a result and I think this will give me a chance to use the skills I have to train for something that I have always wanted to do. An excellent service all staff should make use of."

1:1 coaching session

Topic	Attendees
Managers 'change' action learning set (7 sessions)	6
Managing Change	24
Career transitions in tough times	29
Communicating with impact	13
Dealing with change not chaos	15
Staff Review and Development	49
Understanding and managing stress	13
Dealing with conflict at work	11

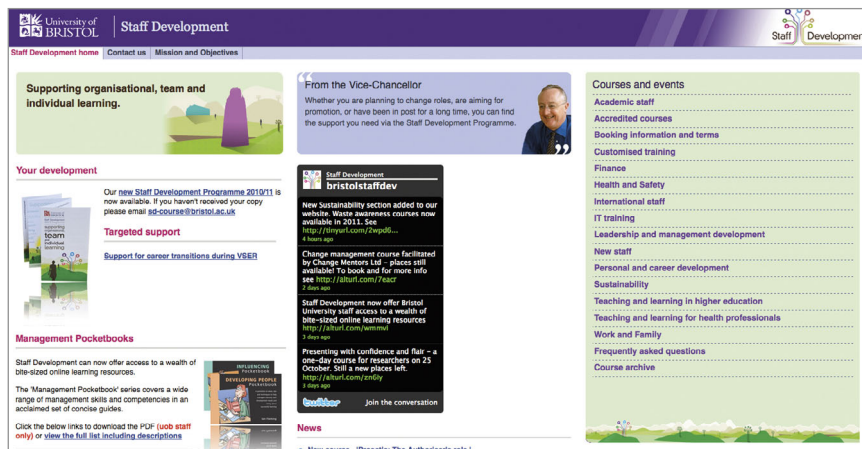


Bespoke change development work with

- ALSPAC
- Research Staff
- Change Project Board
- Faculty of Medicine and Dentistry
- Senior Managers in Medicine and Dentistry
- SPR Process Owners
- Project Managers Forum
- Faculty Structure Project Board

Delivering development through technology

Our strategy to move away from the traditional 'training courses' approach to development took a number of new steps forward with the creation of an academic career blog, video career development clips from real University staff and the Staff Development Twitter site. Our website is constantly being updated to provide not only information but also development resources for a whole range of different staff communities. Planning also started during 2010/11 to move towards using an online platform to deliver the Staff Review and Induction processes.

A screenshot of the University of Bristol Staff Development website. The header includes the University of Bristol logo and 'Staff Development' text. The main content area is divided into several sections: 'Supporting organisational, team and individual learning.' with a landscape image; 'Your development' featuring a 'New Staff Development Programme 2010/11' announcement and 'Targeted support' for career transitions; 'Management Pocketbooks' with a link to download PDFs; and a 'From the Vice-Chancellor' quote. On the right, there is a 'Courses and events' list including Academic staff, Accredited courses, Booking information, Customised training, Finance, Health and Safety, International staff, IT training, Leadership and management development, New staff, Personal and career development, Sustainability, Teaching and learning in higher education, Teaching and learning for health professionals, Work and Family, Frequently asked questions, and Course archive. A Twitter feed is visible at the bottom left, and a 'New courses' link is at the bottom right.

“Real stories”- Career case studies on video



Professional quality video clips for both the research staff and Career Coaching websites have been developed to provide a resource for staff who are keen to develop their careers either within the University, or outside academia. Real University of Bristol staff who have made a transition or developed their academic career here at Bristol have been interviewed, sharing their experiences via these short films. This new resource has been well received and is a sustainable option given our team's increasing workload.

Rookie Lecturer Blog

We recruited a newly promoted lecturer to write a regular blog for the research staff website. Dr Richard Trask has highlighted some challenges and rewards of tackling his new role with the aim of informing research staff about what the job entails and offering tips on how they might progress their own careers within the University of Bristol.



Apprentice Training

Our commitment to the development and training of people extends past our own staff to the wider community of Bristol through our award-winning Apprenticeship Scheme. Another successful year saw five new apprentices achieving their NVQ Level 2 Award and ten existing apprentices achieving their NVQ Level 3 Award in Business Administration. The Level 2 apprentices will progress to Level 3 next year.

Five ongoing craft apprenticeships continue within Building Services and additionally we assist with the development of two apprentices within the University Union. A further four Business Administration Apprentices will start across the University during 2010/11.

Objectives for 2010/11

We will continue our push to focus even more on supporting University priorities through our new single key objective of 'Supporting Organisational Performance' through:

- Bespoke SPR support and Performance Management training
- Managing change facilitation
- Helping teams develop new structures and culture
- Staff 'community' development and engagement
- Work within AUA Professional Behaviours Framework
- Bristol Academic Development Framework stage 1 launch
- Refocusing the Career Coaching Service to meet the needs of key staff
- Development of web-based Staff Review and Appraisal
- Improving the delivery of development via the web
- Higher quality evaluation of development and employee engagement.



supporting organisational, team and individual learning

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