



Staff Development

1. Purpose

All staff play a vital role in achieving the University's mission and it is important that skills and knowledge are regularly updated to enable them to continue to perform at the highest level. To this end the University is committed to the planned development of its staff.

2. Responsibility for Staff Development

The development of staff is a joint responsibility shared by the University, individual members of staff and their Heads of Department, managers and supervisors.

The Responsibility of the University

The Board of Trinity and University Council determine staff development policies on the recommendations of the Personnel Committee.

The Personnel Committee discharges its role by undertaking systematic reviews of the development needs of academic, administrative, library and all other support staff, both as individuals and as members of groups. Activities designed to meet the development needs as identified shall be reviewed and evaluated to ensure that members of University staff are provided with the skills and knowledge necessary to perform tasks to the best of their ability. [Terms of Reference Personnel Committee]

The Responsibility of Individual Members of Staff

The effectiveness of any staff development activity depends on the active and purposeful participation of the individuals involved. In recognition of the benefits of staff development to the individual as well as to the University, members of staff are encouraged to:

- Seek opportunities to upgrade the skills and knowledge required in their current position
- Notify their Head of Department, manager or supervisor where specific needs are not being met
- Upgrade their formal qualifications through further studies to prepare for further responsibilities

The Responsibility of Heads of Department, Managers and Supervisors

Heads of Department, managers and supervisors undertake staff development by 'staff review and development, including guidance in relation to promotion'. [Role and Responsibilities of Heads of Academic Departments]. This is achieved by:

- Analysing the staff development needs of their department, developing and implementing plans to address those needs
- Ensuring that members of their staff are given the necessary opportunities to undertake appropriate training and development. This may include:
 - Participation in the annual staff development programme
 - Participation in training and development activities offered outside the University
 - On-the-job training
 - Job rotation
 - Conference attendance
 - Sabbatical Leave
 - Inter-university visits
 - Temporary performance of higher duties
 - Involvement with networks or professional associations
 - Private study to improve skills or upgrade qualifications
 - Promoting information sharing and the application of new skills or insights in their departments.

3. Role of the Staff Development Function

The purpose of the Staff Development function is to provide the University with a professional training and development function, thereby ensuring that the University staff develop their full potential and thus enable them to achieve their personal, departmental and University goals. It is located in Human Resources and its primary tasks are to:

- Co-ordinate and deliver professional, personal and career development services for all staff;
- Promote effective practices in teaching and learning, in technical and other support areas and in leadership and administrative management;
- Provide policy advice on educational matters and organisational development;
- Uphold the University's commitments to equity principles and policies
- Play a major role in educational and professional development in the third-level sector.

The Staff Development function seeks to fulfil these tasks by:

- Conducting an annual programme of induction, staff development courses and activities which will be continuously monitored and updated to achieve balance between:
 - The needs of the University to ensure it has competent and skilled staff and the needs of all individuals to maximise their potential and develop a satisfying career
 - The need to assist staff to perform their present duties more effectively with the need to prepare them for changing duties and more senior responsibilities, and to respond to changes in the internal and external environment
 - Assisting departments with strategic planning, evaluation of teaching, courses and degree programmes, curriculum and teaching development including the training of postgraduate students

- Maintaining a staff development website and a collection of relevant training and development resources
 - Providing advice to individuals and departments
 - Contributing to relevant University Committees and Working Parties
 - Maintaining effective liaison with external bodies such as the Higher Education Authority, The Irish Universities Training Network and the All Ireland Society for Higher Education.
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