CODES OF PRACTICE

ON

STAFF DEVELOPMENT

Quality Assurance and Accreditation Council
University Grants Commission
Sri Lanka

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FOREWORD

The purpose of this Code of Practice is to provide a reference point for all universities, covering the main aspects of staff development. The Code reflects consensus amongst universities and other groups on the key elements of good practice, which support the student learning experience.

The main principles identified in the Code of Practice are:
- A clear definition of responsibilities.
- Consistent application of policies and practices that are underpinned by principles of fairness and equality of opportunity.
- The availability of clear accessible information.
- The competence of staff.
- Monitoring and review of policy, procedures and practices.
- Use of the Code of Practice in audit and review.

The Code may be added to over time, to reflect developments in Universities and Nationally. Individual universities are expected to use the Code to guide its own developing practice and reflect their own particular context and requirements.

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May 2010.

CODE OF PRACTICE ON STAFF DEVELOPMENT

Structure of the Code

Each Code is divided into three sections, covering general principles, institutional by-laws and regulations and specific guidance. Some have additional appendices, where more details are required.

Development

The Codes are intended to be dynamic documents, which continue to develop over time. This will enable them to take account of national developments and to capture changing university practice.

Feedback is therefore invited on any aspect of the Codes.

INTRODUCTION

Staff development refers to the range of activities that improve individual staff skills and knowledge and change their attitudes in ways that improve their ability to undertake their job and which increase job satisfaction, performance and staff retention.

As an academic establishment, striving towards excellence in teaching, learning and research every university should ensure opportunities for its staff to obtain more knowledge and develop skills and abilities within their current role as well as prepare for future career development. Staff development should enable staff, both individually and as a group, to enhance their knowledge and skills and change their attitudes where required, for the benefit of the university's stakeholders as well as themselves. It is a continuous process of improving professional, managerial, technical and personal performance of the university's employees, according to their job requirements.

In its broadest sense, staff development activities include:
- On the job learning through long, medium and short term training
- Specific training needed in order to carry out the current role successfully
- Opportunities to become involved in new projects and challenges
- Availability of opportunities to share knowledge with colleagues
- Secondment
- Coaching
- Research opportunities
- Participation in conferences, seminars, courses, workshops, and training events.
- Consultancies

This Code of Practice is intended to bring together all guidance, regulation and information regarding staff development, in order to help universities to:
- Develop a staff development policy that covers individual and group interests and responsibilities for staff development.

- Ensure that the quality of staff development activities is in accordance with recommendations made by the UGC Quality Assurance Committee and the respective university.
- Enhance the professional level and overall effectiveness of the staff members in their assigned duties and to extend their knowledge and skills for future job assignments, where appropriate.

The code sets out a framework within which institutions are expected to develop their own procedures and practice, consistent with the overall guidance in the code.

A. General Principles

1. Each university should have a clearly written, accessible policy on staff development. Information and guidance should include aims and objectives of having staff development programmes in the University.

2. Responsibility for staff development must be shared by individual staff members, the university authorities such as the vice-chancellor and other officers, the university council and senate, as well as heads of departments, sectional heads, etc.

3. Staff members must take responsibility for their own learning, by developing personal goals, recording and reflecting on their development, and assisting in the development of others.

4. Staff development programmes should contribute to achievement of the university's strategic objectives, with benefit to the university as a whole, as well as individual staff of all categories, i.e., academic staff, administrators and non-academic staff.

5. Universities should accord a high level of priority for staff development activities, especially where it may be mandatory for confirmation or promotion of staff members.

6. Each university should have a clear mechanism for assuring the quality of staff development programmes.

B. Institutional By-Laws and Regulations

7. The University Council should appoint a central body [which may be named the Staff Development Center (SDC)], headed by a Director, to plan, organize, develop, facilitate and monitor all the staff development programmes and activities.

8. The Director of the SDC should be a full time officer released from the normal academic activities and appointed for a period of three years. He/She should be a Professor or a senior academic staff member of the university with substantial experience and knowledge in staff development.

9. The university authorities should provide office space, supportive staff, and logistics for the Director of SDC to carry out his duties smoothly.

10. The Director of the SDC should prepare an annual work plan and submit it to the University Senate and the Council for approval before commencing a calendar year.

11. Each university council should allocate funds for the SDC from its annual budget and prepare a set of guidelines in consultation with the finance committee and finance division of the university, for regulation of financial matters pertaining to staff development activities.

12. University authorities must be guided at all times by the rules and regulations passed by the University Grants Commission on staff development.

C. Specific Guidance

Aims and Objectives of Staff Development

13. The aim of the staff development should be to assist the development of each staff member and therefore enhance the University's performance.

14. The objectives of staff development activities should be to:
   - support achievement of the university's strategic objectives
   - enhance the performance of staff members, through enhancing their knowledge, skills and abilities.
   - enhance the retention of high quality staff.
   - provide support for career advancement.
   - maintain and increase job satisfaction
   - develop the abilities of staff to initiate and respond constructively to change.
   - maintain and improve organizational effectiveness and efficiency through improving effectiveness and efficiency of the staff.

Responsibilities of the University Council and the Vice-Chancellor
15. The University Council and the Vice-Chancellor should be primarily responsible for developing and implementing a staff development policy which ensures that all staff members are given appropriate opportunities to develop.

16. The University Council and the Vice-Chancellor should ensure sufficient budgetary provision for staff development, and implementation of financial guidelines pertaining to staff development activities

Responsibilities of other staff members
17. Deans and Heads of Departments / Units should analyze the development needs of the unit and individual staff members under them, and ensure that each staff member has a current development plan to meet these needs.

18. Deans and Heads of Department / Units should request sufficient budgetary provisions for staff development and ensure that staff members are released for approved activities.

19. Deans and Heads of Departments / Units should advise on and promote staff development opportunities and support the application of new knowledge, skills or abilities in the workplace.

Roles and Responsibilities of SDC
20. The SDC should plan, organize and implement staff development programmes and activities according to the university's staff development policy and associated strategies.

21. The Director / SDC should review annual plans and priorities for staff development with faculties, departments and units within the University. He / she should identify the requirements for development for different categories of university employees in consultation with Deans, Heads of Dept and other sectional Heads and prepare plans for conduct of staff development programmes according to these requirements.

22. The Director / SDC should prepare an annual budget for staff development based on the annual plan, and submit it to the Vice Chancellor and the Council.

23. The SDC should stimulate and disseminate best practices in staff development to all the categories of the employees of the University.

24. The SDC should monitor the implementation staff development programmes and assure their quality.

25. The SDC should evaluate the impact of staff development programmes on changes in employees' behaviour, and their contribution towards the success of their roles in the University.

Equity
26. Every full time employee and part-time regular employee who has been employed for a period of six months or more should be considered eligible for training and development.

27. Staff development should be accessible on an equitable basis. It should promote the principles of equity, and should reinforce the University's equity objectives.

28. There should not be unfair discrimination between categories of staff in terms of the opportunities available to any individual.