

Staff Development Procedure	
Enabling Policy Statement; Executive Owner; Approval Route:	Our Colleagues – Chief Operating Officer – Operations Committee
Is the Procedure for internal use only (Non- disclosable) ?	Disclosable
Associated Policy Statements:	N/A
Authorised Owner:	HR Director
Authorised Co-ordinator:	Associate Director (People Services)
Effective date:	31 March 2025
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Sub documentation:	N/A

Approval History

Version	Reason for review	Approval Route	Date
1.0	Migration to POPP structure	Operations Committee (Chair's Action)	31 March 2025

1. Purpose

The University of Surrey values its employees and their expertise and understands the contribution that staff make to the achievement of organisational success. It recognises the importance of providing appropriate learning and development to assist staff to make this contribution, ensuring inclusive and equitable quality education and promoting lifelong learning opportunities for all.

This is in direct support of “Our Colleagues” Policy:

“We will focus on Talent Development, including supporting and developing colleagues to reach their potential, people change management and organisational design”

The purpose of this procedure is to outline the principles underlying the provision of staff learning and development at the University. It describes the levels of responsibility, for identifying and agreeing to individual learning and development.

2. Scope and Exceptions to the Procedure

This Procedure applies to all staff and its subsidiaries.

It incorporates the policy on award bearing courses, which provides for financial support to be given to staff who wish to pursue an externally provided course that results in the award of a Masters, Degree, Certificate, or Diploma.

This procedure does not form part of any employee’s contract of employment. It may be amended from time to time with appropriate consultation with recognised trade union representatives.

Exceptions

This procedure does not cover apprenticeships funded under the Apprenticeship Levy or Work Experience (internships and Industrial/Professional Placements).

3. Definitions and Terminology

N/A

4. Procedural Principles

4.1 General Principles

Staff learning and development encompasses a wide and diverse range of activities, the purpose of which are to increase the performance, engagement and effectiveness of University staff.

These activities include formal professional, technical and interpersonal skills training, both classroom and online as well as informal methods including networking, coaching, mentoring, shadowing, attendance at conferences and meetings.

Development is most effective when it fits into an overall strategy that combines the University’s goals and objectives, the individual’s current and future roles and alignment to the University’s core values.

Induction, probation, appraisal, succession planning, promotion and application of reward are key areas that rely on excellent provision of development opportunities.

The University shows its commitment to learning and development by encouraging and giving staff the time and resources to train and develop and by monitoring performance.

The University will ensure equal access to learning opportunities by monitoring the efficacy of its planning, organising, promotion, delivery and evaluation of learning and development activities.

Staff undergoing Learning and Development activities should be able to demonstrate that the development is linked to at least one of the following:

- The performance of their current role
- Preparation for a future role
- Providing the University with skills and/or knowledge that it needs to fulfil its objectives and responsibilities,
- Giving value to the University and/or individual.

External development incurring a fee, must be agreed and funded locally, there is no Human Resources funding set aside for this.

It is expected that essential staff learning and development needs be identified during appraisal/Professional Development Review and development discussions. It is the responsibility of the individual and their line manager to ensure that development needs are identified and addressed.

Where possible, any development intervention must consider the sustainability and effectiveness of the learning. The 70:20:10 approach should be considered in all cases. This is based on the principle that 70 percent of learning comes from experience, experiment and reflection, 20 percent derives from working with others and 10 percent comes from formal interventions and planned learning solutions.

If a member of staff receives University funding for any external training or award bearing course, the University will require them to confirm arrangements for repayment, should they leave the University after the course or withdraw from it before completion.

Personal Membership Fees of Professional bodies or other organisations are not paid for by the University.

4.2 Responsibilities for the Development of Staff

The primary responsibility for development of skills lies with the individual themselves. The University commits to supporting them and empowering line managers and heads of department to encourage continuous development.

4.2.1 Individual Staff

Any member of staff requiring learning and development should discuss this with their line manager at appraisal time or during the year if a new need arises. For maximum effectiveness, individuals should take responsibility for making the development happen and evaluating its usefulness. All staff are encouraged to keep a personal log of their development, whether formal training or more informal development. This can be documented via a [Career Development Plan](#).

The University is committed to providing development to all staff. Line Managers must be able to justify withholding permission to attend courses in line with specific business requirements and

should be prepared to make alternative arrangements (e.g. release for alternative dates).

4.2.2 Line Managers and Heads of Department

Line managers are responsible for discussing with staff at appraisal time (and in on going 121s) what development will enhance performance. Any development that is appropriate should be recorded in the training and development section of the Appraisal form. Managers should be clear and should note how the development can be funded; monitor that it has taken place and how it has enhanced performance.

4.2.3 Learning and Development Team

The Learning and Development team sit within the OD and EDI team. They are responsible for the learning and development stream of the HR strategy, building and strengthening capabilities in line with organisational goals. This development is delivered through a variety of channels and methods, including on-line learning, provision through outsourced suppliers, and face to face delivery. The interventions support colleagues at all levels, particularly leaders and managers, to have the necessary skills, knowledge and behaviours to deliver Surrey's strategic objectives and goals in a way that is commensurate with our values and equality, diversity and inclusion agenda.

The Learning and Development team works in collaboration with the other University specialist training teams who commission and deliver training. These include:

- The Surrey Institute for Education
- The Digital Learning Team
- Doctoral College
- Health and Safety
- Information Technology
- Library and Learning Services
- All University systems training providers

4.3 Essential external learning and development

In some cases, external learning and development may be considered essential to a team or department. This may include specialist technical skills or knowledge or an update to existing skills or knowledge. In such instances, the line manager may agree to fund this learning from a local budget. This type of learning may include award-bearing courses that fulfil the criteria given below.

The primary criteria are:

- A specific benefit to the University
- A value proposition that is more cost effective than hiring external resources with the required skills and knowledge
- A genuine business need
- A specific skills or knowledge gap

This kind of development will not be subject to a repayment procedure unless it exceeds a total cost of £1000 in which case if the employee leaves the organisation part way through or soon after completion of the programme they will be required to make repayments according to the schedule laid out in 4.5 below.

4.4 Award Bearing Courses

It is recognised that it will be appropriate for some staff to study for an award bearing course - a course that results in provision of an award of a PhD, Masters, Diploma, Certificate, Degree or other accredited qualification.

Where it can be shown that this will enhance an employee's performance in their role, they can apply subject to line manager agreement, for part funding of the course on a year-by-year basis. Staff must agree with their line manager how the course will contribute to the enhancement of their role. Funding can only be applied for if a line manager is supportive.

The employee and line manager should complete the 'Award Bearing Course Application for Part Funding Form' at Appendix 1. If the award bearing course lasts for more than one year, applications for funding have to be made separately for each year of study. However, support is likely to be prioritised for staff who are part way through a course and as long as there is written confirmation that the member of staff has successfully completed the previous year's study and passed required exams or assignments.

If the request cannot be approved, the line manager should meet to discuss the request with the employee to discuss alternative options. Further details are available in the Flexible Working Procedure.

Where the University agrees to an employee's request, the employee must inform the employer if they subsequently fail either to start or complete the agreed study or training or decides to undertake a programme of study or training that differs from what was agreed.

There is no central funding for award bearing courses, and it is expected any financial support is from departmental budgets. Funding for an award bearing course will be up to a maximum of £1000 per annum per applicant or no more than 50% of the annual course cost if the course costs less than £2000 per annum. The balance of fees is to be met by the Individual. Staff must advise their line manager if they are applying for funding from another source, whether internal or external to the University. Funding will not be available to staff having to re-take part or all of a course including Open University modules.

4.4.1 Other expenses incurred during an award bearing course.

Financial support will not be provided for expenses incurred during an award bearing course such as examination fees, travel, books or professional membership fees.

4.4.2 Time off to attend an award bearing course

Paid time off for attending an award bearing course will vary depending on the volume and regularity of these elements. An individual should in their application include an indicative number of days that are required to undertake the course and this should be discussed as part of the application. This may result in an individual receiving all attendance as paid leave or in part with the remainder being taken as unpaid leave or annual leave. There may be times when work priorities will take precedence and this should be discussed between the individual and line manager to agree an appropriate resolution.

4.4.3 Time off for study and examinations for award bearing courses

The University will support one paid day off as study leave for each examination plus a day to attend the actual exam, should that fall within the employee's usual work hours.

A timetable of examinations must be submitted to the line manager at the earliest opportunity for this paid study and exam attendance leave to be granted. Further time off for study may be taken as annual or unpaid leave in agreement with the line manager.

4.4.4 Repayment of University Funding of award bearing courses

If an employee wishes to withdraw from an award bearing course, before completion, they should discuss and agree this with their line manager.

Individuals may be exempt from repayment of fees if there are extenuating circumstances (e.g. illness) for withdrawal from a course.

Repayment rules will apply as follows if an employee withdraws from an award bearing course or leaves the University:

Point of departure	Repayment terms
If you leave the University or withdraw from the course before it has commenced but cost has been incurred or withdraw from the course or leave the University once it has commenced.	100% of that year's University funding
If you leave the University up to 6 months after completing the course	75 % of final year's University funding
If you leave the University between 6- 12 months after completing the course	50% of final year's University funding
If you leave the University over 12 months after completing the course	No repayment required
If you are made redundant	No repayment required

Repayment will be made via deduction from payroll or from final salary payment in the event an employee leaves the University. It is recognised that often there is a time gap between the time when the student takes their last exam or completes the last assignment and the time when the qualification is issued. For the purpose of this procedure, completion of the course will be taken from the date the student sits the last exam or submits their last assignment (whichever is the later).

4.5 Repayment of University Funding for externally sourced training that is not award bearing.

The University will support staff to attend specialised external training that will provide skills and knowledge to enhance performance.

In consideration of this, employees agree that if their employment terminates, or if they withdraw from the course, after the University has incurred liability for training **in excess of £1000**, the member of staff will be liable to repay some or all of the fees, expenses and other costs ("the Costs") associated with such training.

The repayment rules below will apply if an employee withdraws from an external course or leaves the University:

Point of departure	Repayment terms
If you leave the University or withdraw from the course before it has commenced but when cost has been incurred; or if you withdraw from the course or leave the University once the course has commenced.	100% of the Costs
If you leave the University up to 6 months after completing the course	75% of the Costs
If you leave the University between 6 - 12 months after completing the course	50% of the Costs

If you leave the University over 12 months after completing the course	No repayment required
If you are made redundant	No repayment required

When arranging externally supported training, employees are required to sign the Form (*Appendix 2*) agreeing to repayment conditions. Repayment will be made via deduction from payroll or from final salary payment in the event that an employee leaves the University permanently.

4.6 Budgets and Delivery of Training and Development

The University's central Learning and Development budget exists to support the core professional, interpersonal, leadership and management and skills of University staff. Communication about these activities is through SurreyNet Learning and Development pages and via other organisation-wide communications channels as appropriate (e.g. Leaders Alerts, etc.).

Budgets allocated to other training teams exist to supply training for the specific focus of their activity.

4.7 Maintenance of Training Records

Currently records are kept centrally for essential eLearning courses only. The responsibility for other training records lies with the individual and the line manager to keep a record of training and learning activities undertaken. Records of completion of essential e-learning courses is documented by the HR L&D team and lists are shared with the accountable areas to follow up

5. Governance Requirements

5.1. Implementation: Communication Plan

- All staff need to be aware of this procedure, especially where training is mandatory.
- The Procedure will be shared on the HR Procedures site on SurreyNet with links to Learning and Development page and New to Surrey page for all staff to access

5.2. Implementation: Training Plan

There have been no significant changes to this procedure to warrant additional training. Support will be provided to colleagues implementing the procedure when required.

5.3. Review

This procedure will be reviewed every 3 years or sooner if required by a change in legislation or practice.

5.4. Legislative Context and Higher Education Sector Guidance or Requirements

N/A

5.5. Sustainability

This procedure supports the United Nations Sustainable Development Goals (UN SDG's) in the following ways:

- SDG 4 Quality Education - this procedure offers a mechanism for lifelong learning to all employees. Access to these learning and development opportunities are offered to all staff regardless of ethnicity, religion, disability, immigration status or gender.

The University will support its sustainability aims in promoting opportunities for staff to learn about how they can address Sustainability within their work.

6. Stakeholder Engagement and Equality Impact Assessment

6.1. An Equality Impact Assessment was completed on 10 January 2025 and is held by the Authorised Co-ordinator.

6.2. Stakeholder Consultation was completed, as follows:

Stakeholder	Nature of Engagement	Request EB Approval (Y/N)	Date	Name of Contact
Governance	Review of version 1.0	N	10 Jan 2025	Kelley Padley, Governance Officer
H&S	Review of version 1.0	N	23 Dec 2024	Matt Purcell, Director of Health and Safety
Sustainability	Review of version 1.0	N	22 Jan 2025	Martin Wiles, Head of Sustainability
Freedom of Speech	Review of version 1.0	N	10 Jan 2025	Abi Bradbeer, AFFE Project Manager