LEARNING AND ORGANISATIONAL DEVELOPMENT/ACTIVITIES PROGRAMME

2018-2019
INTRODUCTION

This booklet provides a picture of the Learning and Organisational Development portfolio and gives an overview of the development opportunities that we typically offer on an annual basis.

The booklet runs in conjunction with Staff Connect, which gives further details on dates and times of our events and outlines how to book. Other events and activities will be arranged on an annual basis depending on strategic need.

Other learning partners
We work closely with other learning partners in the University including:
1. Unit for the Enhancement of Learning and Teaching (UEL)
2. IT Training
3. Health and Safety Training
4. IS Library Training
5. Graduate School
6. Hospitality Training
7. Estates Training
8. Equality, Diversity and Inclusivity Team
9. Kent Innovation and Enterprise (KIE)
10. Centre for English and World Languages (CEWL)

You can access all the learning provision outlined in this booklet by entering our L&OD Gateway webpage which will easily direct you to the relevant development information you require: www.kent.ac.uk/hr-learninganddevelopment/

We wish you well with your learning.

Learning and Organisational Development Team

Disclaimer: Please be aware that our development offer is subject to change and that not all opportunities outlined in this booklet may be available at any given time. Programme inclusions will be dependent on budget and current strategic priorities. Provision for delivery at both Canterbury and Medway locations will be planned but sessions will run subject to minimum participant levels.
**EMPLOYEE JOURNEY**

To support staff in their first few weeks, months and future years at the University, we provide a series of key events aimed at supporting staff at each stage of their career journey. The events we run are:

- Central Staff Induction
- Introduction to Higher Education
- Management Induction
- Planning your Career
- Developing self and others (RPD)
- Pre-Retirement
- Pathways

**Central Staff Induction**

The University recognises the importance of providing a timely and effective induction for all new staff to ensure the effective integration into the University, the department and the role.

The Central Staff Induction aims to assist new staff members to become more familiar with the culture of the University, acquire an understanding of how the University works and how their role contributes to the success of the University.

The induction event provides an opportunity to learn, refresh and remind staff of key information, as well as to enhance and complement local inductions at school/department level.

The Central Staff Induction is offered at both the Canterbury and Medway campuses and plays an important role in bringing together new staff across the University.

**Introduction to Higher Education**

Designed for: Staff who are new to the higher education sector

Overview: This short workshop guides you through the fundamentals of working in the higher education sector. It will cover the higher education operating model including funding, authorities, responsibilities and law. It also jargon-busts terms such as the TEF, the REF and NSS and ensures understanding of the different categories of students and staff who make up the full community here at Kent. All input will be focused around the internal and external issues that the University has to address in its day-to-day life.

Learning objectives: By the end of the course attendees will:
- have a clearer understanding of the HE sector in general
- know the role of the funding bodies and our basic financial operating model
- be clear on the importance of student data to the success of the organisation
- be familiar with the University community and their different roles and responsibilities
- know where Kent stands in the UK and global rankings

**Management Induction**

Designed for: Staff undertaking managerial roles within the University who are either new employees at the University or who are taking on their first management role at Kent.

Please note: staff completely new to management may also wish to consider requesting allocation on the Foundations of Management programme via their line manager.

Overview: The workshop aims to provide an introduction to undertaking a management role at Kent. It provides information, guidance and signposting to important resources relating to the role of a manager. It identifies and briefly reviews key Statute 7 Ordinances and people practices and outlines further support and development opportunities available to managers.

Learning objectives: By the end of the course attendees will:
- have an understanding of the management culture at the University of Kent, discussing what that means for them as a manager
- be able to identify key Ordinances and people practices which they will need to engage with regularly as a manager
- know how and where to access further support, advice and guidance relating to staff management issues
- be able to identify further development or training opportunities which would assist them in their role as manager

**Planning Your Career**

Designed for: All professional services staff (similar events for academic and research staff are covered through our partner teams)

Overview: This workshop will run through some of the key considerations in formal career planning. It will help you identify the tools and resources available to you at Kent and also give you some help and support in creating and building a robust CV.

Learning objectives: By the end of the course attendees will:
- have a strategy for developing skills and knowledge in support of their career
- be able to write a robust CV clearly demonstrating their strengths
- know where to find tools and resources to help with their career planning
- have explored the different career options open to them

**Developing self and others (RPD)**

Designed for: managers who are new to the University and/or members of staff undertaking the role of Reviewer, carrying out appraisal (RPD) conversations and discussing development and support opportunities.

Overview: This is a practical session providing guidance for reviewers

Learning objectives: By the end of the course attendees will:
- understand the RPD framework and documentation
- be able to prepare for and participate in a meaningful RPD discussion
- be able to prepare the person you are reviewing for the appraisal (RPD) conversation
- be able to facilitate a reflective conversation
- be confident in agreeing SMART objectives
- be able to plan appropriate development activities for their team

**Pre-Retirement**

Designed for: Members of staff who are retiring imminently or who are planning ahead and who would like to have the opportunity to gain some advice on how to plan for retirement.

Overview: The workshop will provide participants with an introduction to issues affecting retirement. It will help you in all aspects of planning for retirement, looking at areas such as finance, health, emotional and social impacts.

Learning objectives: by the end of the course attendees will:
- understand the financial implications of retirement
- learn about your state pension entitlement
- understand your occupational pension
- identify personal and financial actions which will help make the most of your retirement
- start the process of planning for a successful retirement

**Pathways**

Designed for: All professional services staff not in managerial positions.

Overview: Pathways provides colleagues within professional services departments (who wish to progress their career within the University) the opportunity to increase their self-awareness, learn and develop new skills and create knowledge, so that they can define their career pathways.

Learning objectives: by the end of the programme attendees will:
- identify strengths and weaknesses
- understand what they want from their career
- identify opportunities to assist in achieving the identified career pathway
- acquire practical skills on CV writing, applying for roles and attending interviews
LEADERSHIP AND MANAGEMENT DEVELOPMENT

We provide opportunities for staff to develop supervisory, management or leadership skills depending which stage of their leadership journey they are at. There are formal programmes available as well as modular short events. Formal programmes involve increased commitment to attendance but allow for more in depth exploration of the subject areas, giving opportunities to network and learn from peers. Our modular short courses allow for refresher training or more introductory level learning to top-up to their existing skills.

Formal development programmes

- New Senior Leaders Programme (NSL)
- Leadership for Areas of Significant Responsibility (LASR)
- Aurora Women’s Leadership Development Programme
- Foundations of Management Programme (Foundations)
- Insights – Women’s Senior Leadership Programme
- Horizons

New Senior Leaders Programme (NSL)

Designed for: People new into the following posts:
- Heads of School, Deputy Heads of School
- Directors of Professional Services Departments
- Deputy Deans, Associate Deans, Faculty Directors, Centre Directors

Overview:
- HE context and senior leadership
- Financial planning and resource allocation
- Student planning and recruitment
- Human resources and promotions
- Self-development
- Strategic leadership
- Managing people
- Crucial conversations

The initial induction event brings new senior leaders together as a group and to work closely with EEG members, Deans and other senior colleagues covering key areas, including the role of the Head, Finance and People Management. This event also serves to launch the supporting programme of workshops and to elicit the expectations of the cohort.

The programme provides opportunities for the individuals to meet regularly as a group to focus on relevant topics including strategic leadership and planning, financial and student planning and leading and managing people in a diverse and inclusive culture. Participants also work with an executive coach on a one-to-one basis, over the course of the programme.

Delegates get access to, and develop an understanding of, the University’s Leadership Behaviours Framework as part of this programme. The framework is used to support their individual development and is linked to workshop activities, action learning and coaching.

Learning objectives: By the end of the course attendees will:
- join a group of peers and network with members of Executive Group
- reflect on the effectiveness of their own leadership approach
- examine current situations encountered in finance, human resources and planning

Please Note: This programme is based on a nomination selection process, confirmed by members of EEG. If you are interested in taking part please discuss your interest with your line manager or Head of School.

Leadership for Areas of Significant Responsibility (LASR)

Designed for:
- Assistant Directors of Professional Services
- Department Managers
- Directors of Education
- Directors of Research
- Centre Directors

Overview: The programme comprises four 1-day development workshops and one ½ day workshop spread across a 7-10 month period, focusing on the themes of:
- HE context and organisational leadership
- Collaborating with others
- Influence and power
- Leading and managing change
- Making change happen

One-to-one coaching sessions and small mixed learning sets are also included in the programme. These integrate formal, structured learning with informal knowledge sharing, peer mentoring and self-directed professional development. The theme of Equality, Diversity and Inclusivity is threaded throughout to incorporate the principles of managing individual difference

Learning objectives: By the end of the programme attendees will:
- be equipped with the confidence and the capabilities to contribute to taking a more active role in leading their school/department and the University
- understand the core concepts of leading and managing in a complex changing environment
- have an understanding of how personality type can affect team performance

Please note: This programme is based on a nomination selection process, confirmed by members of EEG. If you are interested in taking part please discuss your interest with your line manager or Head of School.
LEADERSHIP AND MANAGEMENT DEVELOPMENT (CONT)

Aurora Women’s Leadership Development Programme

Designed for: Staff who identify as women in posts up to Senior Lecturer level or professional services equivalent and who wish to develop their leadership skills. It is a unique partnership initiative bringing together leadership experts and higher education institutions to take positive action to address the under-representation of women in leadership positions in the sector.

Overview: Aurora is designed to engage with women at an earlier stage in their careers, the content has not been designed for women already in a leadership role. Participants on Aurora will experience a blend of education and mentoring providing them with a learning experience with more enduring impact. By developing potential and building confidence Aurora will help institutions plug the ‘leaky pipeline’ that characterises women’s progression into leadership roles in higher education. Aurora provides a positive experience of leadership and encourages participants to recognise their talent and capabilities and ‘step-up’ to promoted posts.

Participants on the programme will be supported by other University of Kent staff members who take on the responsibility to be mentors and role models. More broadly, the programme will provide an impetus to expand and enhance the University’s overall mentoring practices.

Learning objectives: By the end of the course attendees will:
- understand and learn more about the Higher Education sector
- develop leadership behaviours, skills and knowledge
- identify and overcome barriers
- understand your leadership identity
- build networks, coalitions and support processes

Times: Aurora consists of five interlinked days: four development days and one action learning set and participants will need to attend each of these. The programme runs in a number of locations across the UK and Ireland.

Please note: This programme is based on an application and selection process. If you are interested in taking part please discuss your interest with your line manager or Head of School.

Foundations of Management Programme

Designed for: Members of staff new to, or with limited experience of, staff management/supervision who;
- require an understanding of practical application of management processes – the ‘how-to’
- have involvement in a wide range of management duties, such as recruitment of staff, absence and/or performance management, undertaking RPDs, leading and motivating a team

Overview: This programme aims to provide a very practical approach to management. Utilising lots of interaction, discussion and scenario based activities (both individual and in small groups), the programme focuses on making the link between management theory, employment legislation, organisational procedures and how these elements are applied and translated into daily situations.

The programme provides opportunity to interact with peers, share common experience and knowledge and increase internal networks, whilst developing an understanding of balanced approaches which might be engaged in various situations.

Learning objectives: By the end of the programme attendees will:
- have an understanding of the fundamental principles of managing/supervising staff at the University of Kent
- be able to apply learning from the programme in everyday situations
- know how and where to access relevant support and guidance in managing/supervising staff
- understand the importance of, and be able to, effectively identify and deal appropriately with any problems/issues at an early stage
- be able to make informed and transparent decisions within situations, based on balancing business needs, good practice, legal requirements and staff wellbeing
- increase networks of peer support across the University

Please note: This programme is based on a nomination selection process. If you are interested in taking part please discuss your interest with your line manager or Head of School. When a new programme is scheduled, a call for participants will go out to all areas for relevant nominations.
LEADERSHIP AND MANAGEMENT DEVELOPMENT (CONT)

Insights Women’s Senior Leadership Programme
Designed for: Women at Kent and those who identify as a women, in experienced leadership roles who wish to progress their careers and develop new, innovative senior leadership capabilities.

Overview: Insights provides participants with the opportunity to engage in discussion and debate, share best practice and work through perceived barriers to progression. The programme consists of four workshops over a five month period, plus scheduled triad (peer coaching) meetings in between. To ensure the maximum value from the programme, it is imperative that delegates are able to participate in ALL dates including the triads.

Learning objectives: By the end of the course attendees will:
• recognise and explore new innovative leadership capabilities
• be equipped and empowered to challenge the current leadership gender imbalance
• create a clear, realistic career plan
• demonstrate self-leadership, awareness and confidence
• understand the challenges to make informed and transparent decisions about situations, based on balancing business needs, good practice and wellbeing
• build an understanding and commitment for continuous change, improvement, innovation to achieve future institutional goals

Please note: This programme is based on a nomination selection process, confirmed by Heads of Professional Services and Faculty Deans. If you are interested in taking part please discuss your interest with your line manager.

Horizons
Designed for: Staff who would like to develop into a managerial role or who have been identified as having future managerial capabilities. Any member of staff may put themselves forward for this programme but will need to complete an application form which must be signed off by their line manager.

Overview: This is a programme made up of 3 half day sessions. Participants must commit to attending all 3 sessions to be allocated a space. The key objectives are to equip a future workforce with management skills by obtaining a holistic grounding and understanding of the manager’s role, ability to apply key knowledge and skills and to identify a personal action plan to progress and develop in this area.

Learning objectives: By the end of the course attendees will:
• have a more detailed understanding of the role of a manager
• to be able to determine and assess what skills, knowledge, experience and behaviours make a good manager
• understand the importance of good HR practice and organisational culture within the management role.
• review, critique and put into practice key skills identified as essential in the management role.
• be equipped to develop management attributes and skills whilst in non-managerial roles
Modular Management Skills Portfolio

We aim to provide a selection of modular events to act as part of a manager’s Toolkit of support. These shorter modules allow for key learning in particular management skills, without having to commit to a full programme. These events are usually 3 hours in duration and may require some pre-reading or pre-work to support learning. The events are for all levels of management/supervisory staff within the University and cohorts will consist of mixed ability participants.

- Effective Management Skills
- Working With Your Team
- Managing Change
- Managing Attendance
- Developing self and others (RPD)
- Managing Performance
- Recruitment and Selection
- Crucial Conversations

Effective Management Skills

Designed for: Members of staff who want to develop new practical management skills or look to refresh their thinking about practical management activities.

Overview:
The workshop focuses on team communications, effective meeting management, preparing for and holding effective conversations with your team and giving effective feedback. The workshop provides a very practical approach, utilising lots of interaction, discussion and scenario based activities (both individual and in small groups). It also provides an opportunity to interact with other managers/supervisors from across the University, share common experience and knowledge and increase internal networks, whilst developing an understanding of balanced approaches which might be engaged in various situations.

Learning objectives: By the end of the course attendees will:
- understand more about team dynamics and how changes to a team can affect morale, motivation and productivity
- be able to identify the differences between morale and motivation and determine how to work with their team appropriately to manage both
- Have considered and practised how to adapt management style to gain the best from individual staff and their team as a whole

Working with your team

Designed for: Members of staff who want to develop new practical management skills or look to refresh their thinking about practical management activities.

Overview:
This workshop aims to provide a very practical approach, utilising lots of interaction, discussion and scenario based activities (both individual and in small groups), the workshop focuses on aspects such as team dynamics, the realities of managing motivation and morale, as well as understanding how to adapt management style to best effect.

The workshop provides opportunity to interact with other managers/supervisors from across the University, share common experience and knowledge and increase internal networks, whilst developing an understanding of balanced approaches which might be engaged in various situations.

Learning objectives: By the end of the course attendees will:
- understand more about team dynamics and how changes to a team can affect morale, motivation and productivity
- be able to identify the differences between morale and motivation and determine how to work with their team appropriately to manage both
- Have considered and practised how to adapt management style to gain the best from individual staff and their team as a whole

Developing self and others (RPD)

Designed for: Managers who are new to the University and/or members of staff undertaking the role of Reviewer - carrying out RPD conversations and discussions, development and support opportunities.

Overview: This is a practical session providing guidance for reviewers

Learning objectives: By the end of the course attendees will:
- understand the RPD framework and documentation
- be able to prepare for and participate in a meaningful RPD discussion
- be able to facilitate a reflective conversation
- be confident in agreeing SMART Objectives
- be able to plan appropriate development activities for their team

Managing Change

Designed for: All managers

Overview: Change is a complex, emotional but increasingly evident factor of organisational life. It can be fast-paced and sometimes ambiguous resulting in feelings of uncertainty, confusion and fear. This course will support you to understand how you and/or your staff can react to change and will prepare you for such an eventuality.

Learning objectives: By the end of the course attendees will:
- explore the concept of change in an organisation and in our everyday lives
- help you understand the change process and explore how you and others may respond to change
- be able to maintain clear thinking throughout periods of change
- understand the power of good communication as a major contributor to managing change
- be able to make rational and informed decisions and problem-solve in a calm and considerate manner

Managing Attendance

Designed for: Members of staff who are currently or will soon be required to input to managing staff absence of all types.

Overview:
The workshop focuses on providing practical guidance on managing all aspects of absence and where to find additional support in determining the correct leave type to use and managing the processes around them. All types of paid and unpaid leave are reviewed with additional detail provided on managing sickness absence, both short term and long term. The workshop uses scenarios, discussion and group based work to consolidate learning.

Learning objectives: By the end of the course attendees will:
- have an understanding of which leave typeto use for particular circumstances requiring absence from work
- know where to find appropriate supporting information and relevant forms required
- be aware of how and where they can obtain further advice and guidance when dealing with particular situations
- understand how to manage sickness absence, including use of return to work interviews, engaging with Occupational Health and HR policies and procedures

Please note that there are extensive resources to support RPD on the HR webpages https://www.kent.ac.uk/human-resources/
Managing Performance
Designed for: Members of staff who are currently, or will soon be, required to input to the daily management of staff including setting, monitoring and/or managing standards of productivity, performance and behaviour.

Overview:
The workshop focuses on providing practical guidance on managing all aspects of performance, both rewarding good performance and improving poor performance. The workshop focuses on the management activities required in early stages to outline expectations and ’nip things in the bud’ when required. Covering both capability and conduct, we review effective setting of expectations, outlining goals and creating objectives, as well as understanding when and how to follow the relevant University formal processes. The workshop uses a very practical and interactive approach throughout, using scenarios, discussion and group based work to consolidate learning.

Learning objectives: by the end of the course attendees will:
• understand the key responsibilities of a manager during informal management stages of performance management
• know how to act appropriately during this stage, what steps to take and how to record actions/discussions undertaken
• have a practical understanding of how to translate HR policies and procedures into actions when situations arise
• understand when it is appropriate to move to more formal stages of the relevant processes, engaging with HR for advice

Recruitment and Selection
Designed for: This workshop is designed to support recruiting managers involved in shortlisting and interviews by providing the tools and skills to recruit staff with confidence whilst adhering to legislation.

Overview:
The workshop takes managers through each step of the recruitment and selection process from start to finish, paying particular attention to shortlisting and interview skills and tips. It is designed to be a relaxed workshop, providing real examples of situations encountered through shortlisting and interviews, with the opportunity for attendees to ask questions at every step of the way.

Learning objectives: By the end of the workshop attendees will:
• understand the key elements of and be confident in using the recruitment and selection process
• be aware of the legal context in relation to recruitment and selection and be able to identify and mitigate areas of risk
• understand the role of the panel and its Chair
• be confident in acting as an effective panel member
• be able to confidently manage applications from internal candidates

Crucial Conversations
Designed for: All managers and leaders

Overview: The programme is one we have set up, in partnership with an external supplier ’VitalSmarts’. The programme places a firm focus on achieving results, by way of bold, courageous dialogue in a climate of mutual trust and respect. It is highly practical, with lots of helpful tools, techniques and materials to take away and apply to work and non-work situations.
SUPPORT EVENTS

Management and Leadership Development Celebration

Designed for: All staff who have recently completed a Management and Leadership programme and/or course of study leading to a qualification

Overview: This event focuses on the outputs of staff learning at the University over the course of the past year. It is a motivating and inspiring event where many different learners come together to celebrate their achievement. Certificates are given to learners by the Vice-Chancellor and President, with the opportunity to network and share experiences afterwards.

Please Note: This is an invitation only event.

Aurora @ Kent Events

Designed for: Any staff member (not women only) who is interested in exploring, leading, learning and debating relevant gender-related themes at Kent and in the wider HE sector.

Overview: These short open sessions support the University’s continued commitment to gender equality. They are open to ALL members of staff, professional services and academic. The speakers vary, and include external and internal speakers sharing their own personal stories or topics related to gender equality. It provides an opportunity to network with other staff across the University and share best practice and knowledge.

Leadership Networks

Designed for: All leaders

Overview: These events take place at intervals throughout the academic year to provide support and networking opportunities for senior leaders and managers from across the University. The events are designed to provide time to share knowledge, network with peers and consider topics currently relevant for managers in complex organisations.

Learning objectives: By the end of the event attendees will have:
- had the opportunity to network with peers and discuss topical issues
- shared their skills and knowledge in a forum to benefit themselves and their peers
- helped build the community of leaders and managers across the University working towards the organisational goals
BUSINESS SKILLS

The following is a range of events designed to increase skills and knowledge in business skills:

- Project Management
- Using Statistics in your Job
- Media Awareness Training
- Media Training for Academic Staff
- Agresso Training
- Responding to Change
- Problem Solving and Decision Making
- Enterprise and Impact Training
- Kent Enterprise and Impact Network (KEIN)
- Investigations Training
- Panel Training

Project Management

Designed for: All staff involved in projects

Overview: This two-day course will be very participative and there will be a variety of activities and exercises to carry out over the duration of the day. Project management is the use of process, skills, knowledge and experience to achieve the project’s objectives. During the course you will be introduced to the University of Kent project management framework which will help support you in project delivery.

Learning objectives: By the end of the course attendees will:
- be able to identify what a project is and is not
- understand the need for a consistent approach to project management within the University
- use the underlying five key project management principles contained within the University of Kent project management framework on future projects
- explore the six stages of running a project including the project proposal, how to initiate a project, how to set-up a project, how to run the project, how to close the project and how to measure the effectiveness of the project
- know how to use University templates
- work with a colleague post-course to develop your personal action plan
- communicate the new project management approach to colleagues and partners within the University

Using Statistics in your Job

Designed for: Members of staff who want to improve their confidence in dealing with statistics. Increasingly a wide range of staff are being presented with an expansive range of data, and are expected to use it to make and support strategic decisions. Data is not always presented in an easily understandable form with appropriate context and explanatory narrative. For those who do not have a mathematical background, whose job requires them to use statistics in this way, or who are simply not confident enough to challenge the numbers, this can present a serious problem. The training is for members of staff that are not from a mathematics or statistics background.

Overview: To improve confidence in dealing with statistics, numbers and graphs. This course will use examples from the course tutor’s statistical consultancy work examples from the recommended ready and fictitious examples. Real University administrative data or reports will not be used, in order to avoid any possible or implied criticism of the work of fellow University staff. By the end of the session, participants should be able to understand the context in which data has been collected, analysed and presented and should be equipped to ask probing questions about a data set presented.

Learning objectives: By the end of the course attendees will:
- have improved confidence of dealing with statistics
- understand the context in which data has been collected, analysed and presented
- be equipped to ask probing questions about a data set presented.

Please note: The workshop does not cover statistics at a level appropriate to research staff.

Media Awareness Training

Designed for: Any staff member who, as part of their role, is likely to encounter a request for a media interview.

Overview: A comprehensive and engaging introduction to all aspects of the media facilitated by a former BBC journalist and experienced media trainer. Attendees are given a unique insight into how news programmes and publications are put together and the role university spokespersons play in that process. Audio and visual clips are used throughout with time for discussion and small group work.

Learning objectives: By the end of the course attendees will:
- know how to use get started with Agresso
- know how to extract data for reports

Agresso Training

Designed for: Open to all Agresso users who feel they would benefit from basic Agresso training.

Overview: The training is aimed to help you get started with using the fundamentals of Agresso and to become familiar with the screens and toolbars.

Learning objectives: By the end of the course attendees will:
- have an awareness of how the media operates and what journalists look for in a story
- have the skills to tell the story of their research in a newsworthy way
- be familiar with techniques that allow interviewees to control a media interview
- be familiar with on air principles that give interviewees impact with the audience
- have undertaken a range of radio and TV interview simulations on their particular area of research
BUSINESS SKILLS (CONT)

Enterprise and Impact Training

Designed for: Academic and Research members of staff

Overview:
This 1 day workshop run in conjunction with Kent Innovation and Enterprise (KIE) will give participants the knowledge, confidence and practical tools necessary to engage successfully in enterprise activities such as consultancy and collaborative funding streams.

Learning objectives: By the end of the course attendees will:
- increase their potential to apply expertise within industry, public sector and third sector organisations
- learn about how enterprise and knowledge exchange activities can benefit their careers

Kent Enterprise and Impact Network (KEIN)

Designed for: All University staff

Overview:
KEIN, a network jointly created by Kent Innovation and Enterprise (KIE) and Learning and Organisational Development (L&OD), brings together academics, researchers, technicians and other members of staff interested in collaboration, innovation and enterprise activities, maximising the impact of their work, and tapping into alternative sources of funding. KEIN meetings take place termly over a lunchtime period. Each session features guest speakers who talk about their experiences of engaging with external organisations and there is an opportunity to network with colleagues.

Investigations Training

Designed for: Managers at all levels who are required to informally investigate complaints, issues or concerns raised by their team members and/or managers who are approached by HR to formally investigate grievances or conduct issues as an independent Investigating Officer (IO) for another department.

Overview: This session will cover best practice and general principles of how to conduct a thorough and balanced investigation/review of issues which have been raised by staff members.

Learning objectives: By the end of the course attendees will:
- have a full understanding of where to find relevant support to effectively investigate issues raised
- be able to identify when a situation should be investigated under informal management processes or when a formal investigation process should be engaged
- understand the role of suspension in an investigation and be able to assess if circumstances arising require this to be considered and if so how to go about this
- have knowledge of the general principles of how to gather information when undertaking either informal or formal investigations
- be able to assess the information gathered and make sound, balanced, reasoned and documented conclusions related to the issue raised
- be able to write and produce an appropriate investigation report for the type and level of situation, clearly outlining the findings of the investigation, how these have been reached and including the supporting information leading to them

Please note that on completion of this training participants will be added to the register of staff qualified to undertake investigations for the organisation when requested.

Panel Training

Designed for: Managers at all levels, who are required to attend as a panel member, hearing and making decisions within relevant, formal ill health and/or disciplinary processes (Ordinances 38 and 39).

Overview: This session will cover general principles and best practice involved in acting as a panel member; hearing evidence, working within the boundaries of reasonable belief to determine appropriate courses of action and where required imposing appropriate sanctions.

Learning objectives: By the end of the course attendees will:
- have a full understanding of where to find relevant support to effectively act as a panel member
- understand how the investigation undertaken, links with the panel hearing process to provide effective information/evidence
- be able to identify the responsibilities of the Chair of the hearing and those of the other panel members
- be able to effectively assess and review evidence provided to establish reasoned, fair and consistent decisions
- to be able to review the case at hand at its unique circumstances to establish an appropriate outcome, including appropriate sanctions

Please note that on completion of this training participants will be added to the register of staff qualified to undertake investigations for the organisation when requested.
PROFESSIONAL EFFECTIVENESS

This range of events supports the development of skills to be highly effective in the workplace. They are:

- Presentation Skills
- Time Management

Presentation Skills
Designed for: Members of staff who have some experience of, or will be required to, design and/or deliver presentations as part of their role and feel they need some guidance and practice in order to improve skills or increase confidence.

Overview: This workshop aims to increase both skills and confidence in designing and delivery of presentations through provision of useful techniques, direct involvement in practical activities and feedback from peers and facilitators on the day.

Please note: Numbers of attendees on this workshop are limited to allow for the highly interactive nature of the day. All participants will be required to actively design and deliver a number of short presentations throughout the day.

Learning objectives: By the end of the course attendees will:
- be aware of and have opportunity to practise various useful techniques relating to design and delivery of presentations
- have increased confidence in designing and delivering effective presentations
- have had opportunity to obtain individual, constructive feedback regarding presentation design and delivery style

Time Management
Designed for: This course is designed to help anyone who wishes to manage their time creatively and productively to improve performance through improved planning, organisation and control techniques.

Overview: Time Management skills are a powerful tool, which, if used successfully, can eliminate stress and help personal effectiveness in all areas of life. This programme helps delegates to reflect on their style and increase their awareness and knowledge of using techniques that work to develop effective systems and procedures that support daily work activities.

Learning objectives: By the end of the course attendees will:
- understand the importance of time management and what it means
- recognise your time management preference and how you spend your time
- take control of their time
- be aware of the art of successful delegation
- know how to handle disruptions effectively
- be aware of how to manage a diary / organisation system
- know how to prioritise – being proactive not reactive
- have developed planning techniques
- know how to deal effectively with emails and email etiquette
DEVELOPING SKILLS TO SUPPORT OTHERS

This set of events will support you to train, coach and mentor other staff. The range of events will support you to support the development of others effectively. The current events are:

- Train the Trainer
- Introduction to Mentoring
- Developing your Mentoring Skills

Train the Trainer
Designed for: Any staff member who is facilitating or leading a training session

Overview: This one day course will give staff a solid foundation in basic training design and delivery/facilitation skills. It will cover the fundamental processes of adult learning, group dynamics and how to create engaging events designed with a purpose in mind. You will learn how to create conditions for people to learn effectively.

Learning objectives: By the end of the course attendees will:
- understand the principles of training design and delivery
- know the fundamental elements of adult learning to help design effective events
- recognise the importance of environment when running a training session
- be able to keep learners motivated and engaged in their learning events
- be able to evaluate the impact of their session on the learners

Introduction to Mentoring Workshop
Designed for: Members of staff who are interested either in becoming a mentor or mentee and learning more about the concept of mentoring, its values and basic principles.

Overview: The workshop is aimed at providing staff with an understanding of Mentoring at Kent and offer some practical help with engaging with and setting up a mentorship.

Learning objectives: By the end of the course attendees will be better equipped to:
- define mentoring
- identify mentoring benefits
- explore responsibilities of mentor and mentee
- manage expectations and establish boundaries

Developing your Mentor Skills Workshop
Designed for: Members of staff who are interested in enhancing their skills as a Mentor, or are new to being a Mentor.

Overview: This workshop is for staff who are new to being a Mentor or those who require additional support to further understand and practise some of the key skills required to be a Mentor. The session is highly interactive with group discussion and 1:1 practice activities.

Learning objectives: By the end of the course attendees will:
- recognise the characteristics of a positive mentor
- explore mentoring ethics
- identify required Mentor skills
- Demonstrate principles of giving feedback

Please note: Prior attendance at the “Introduction to Mentoring Workshop” is recommended although not compulsory.
These events support both staff and student wellbeing. They consist of:

- Suicide Prevention Training
- Mental Health Training for Managers
- Mental Health Awareness
- Personal Presence and Impact
- Resilience and Wellbeing
- Mindfulness

**Suicide Prevention Training**

Designed for: Any staff member working in a student-facing role or who has direct contact with students on a day-to-day basis

Overview: This course explores suicide in a very open, safe, confidential way. It covers the key aspects surrounding the topic, enables group discussion around a number of case studies and will give further avenues of support available.

Learning objectives: By the end of the course attendees will:

- be aware of what constitutes suicide and myths surrounding this
- know the Identification, Assessment and Care Pathways
- understand the ethics and confidentiality surrounding working with a client
- be familiar with areas of support and further reading
- feel confident in being able to deal effectively with clients who are giving cause for concern

**Mental Health Training for Managers**

Designed for: For line managers who would like to increase their understanding of supporting staff with mental health issues.

Overview: Delivered by Mind, this popular session provides a comprehensive blend of practical advice and support for managers, including recognising potential issues and understanding how they can support and manage staff with mental health issues to effectively engage with the workplace.

Learning objectives: By the end of the course you should be better able to:

- recognise signs of stress and poor mental health at work
- describe a good practice framework for managing mental health and wellbeing in the workplace
- describe the role of the manager and identify practical options for managing staff and poor mental health at work
- the mental health continuum: pressure, stress and mental health conditions
- managing sensitive conversations with staff about mental health and wellbeing
- trouble shooting: handling staff disclosures; when the manager needs to broach the subject; what if the staff member refuses support?
- Reasonable adjustments for stress and mental health: practical examples and case scenarios
- Signposting: internal and external sources
Mental Health Awareness

Designed for: Any member of staff who would like to increase their understanding of mental health awareness and managing personal resilience.

Overview: Delivered by the local psychology and health services specialists PSicon, this session provides a comprehensive blend of practical advice alongside an overview of underpinning theory and models to help participants gain a rounded understanding of managing mental health.

Learning objectives: By the end of the course you should be better able to:
- have an increased understanding of how to manage their own resilience and mental wellbeing
- be able to recognise the sources and symptoms of stress and identify where things can go wrong
- recognise factors that influence mental health and wellbeing at work and how to manage these
- have an overview of some of the more common mental health issues they may encounter
- understand some of the misconceptions surrounding mental health issues
- have an overview of some models which support resilience and stress management

Resilience and Wellbeing

Designed for: All staff

Overview: The workshop explores the capacity to maintain positive wellbeing and work performance during times of change and increased pressure. The short session will introduce staff to the key principles of resilience, how to strengthen it and its impact on wellbeing.

Learning objectives:
- How to manage the balance between pressure, performance, wellbeing and resilience
- Utilise natural strengths in responding to workplace demands
- recognise the impact of resilience and wellbeing in teams
- know how individual core values effect capacity to deal with adversity or challenge

Mindfulness

Designed for: All members of staff are welcome to apply for this course

Overview: The aim of the course is to learn how to reduce stress and anxiety, improve concentration, creativity, focus and productivity. These can strengthen memory, improve health and immune system, cultivate happiness, satisfaction and overall sense of well-being.

Learning Objectives: by the end of the course participants will use practical exercises to help understand themselves and theory better as well as smaller informal meditative techniques you can scatter into your daily lives to use as coping strategies when stressed or as vehicles to help you integrate and reinforce the ideas you are learning.
EQUALITY, DIVERSITY AND INCLUSIVITY

There are a number of events and opportunities to extend your learning around the Equality, Diversity and Inclusivity (EDI) agenda. These include:

- E-learning modules
- Celebrating Diversity, Promoting Inclusivity
- Unconscious Bias Training

EDI E-learning modules

This includes:
- Diversity in the Workplace
- Transgender Awareness
- Unconscious bias
- Equality Impact Analysis
- Recruitment and Selection.

All staff are required to complete the Diversity in the workplace learning module. This module has been specifically designed to raise awareness of EDI issues, and to inform staff about their rights and responsibilities.

All staff are also required to complete the Transgender Awareness course, which aims to provide guidance on understanding, supporting and working with trans colleague.

The Equality Impact Analysis module introduces the concept of Equality Impact Assessments (EIAs) and explains what they are, why they are important, what the law says and key stages of the EIA process. It is particularly recommended for Heads of School or Professional Services Departments, Heads of Administration, SAMs and staff involved in policy work.

The Recruitment and Selection course aims to provide staff with practical guidance on key aspects of the management of recruitment and selection processes. It is essential for all Chairs of recruitment and selection panels, and strongly recommended for all panel members.

Unconscious Bias Training

Designed for: Any staff member wanting to increase their awareness of unconscious bias.

Overview: Our background, personal experiences, societal stereotypes and cultural context can have an impact on our decisions and actions without us realising.

Implicit or unconscious bias happens by our brains making incredibly quick judgments and assessments of people and situations without us realising. Our biases are influenced by our background, cultural environment and personal experiences. We may not even be aware of these views and opinions, or be aware of their full impact and implications. Research has found that unconscious bias can heavily influence recruitment and selection decisions. Several experiments using CV shortlisting exercises have highlighted bias by gender and ethnicity, which we want to understand and avoid. This ‘train the trainer’ day delivered by the Equality Challenge Unit will help delegates to cascade beneficial practices throughout schools and departments to help minimise the impact of unconscious bias.

Learning objectives: By the end of the course attendees will:
- have knowledge and skills to identify unconscious biases, understand their potential for impacting on decision making and develop techniques to minimise that impact
- have explored the way the brain processes information and makes shortcuts and assumptions on our behalf, without us even noticing
- recognise how unconscious bias influences behaviour and decision making in a variety of staff management practices such as recruitment, appraisal and performance management
- understand the impact of background, personal experiences and cultural environment
As part of our commitment to the HR Excellence in Research accreditation (HRER) L & OD work closely with Research Services and the Graduate School to produce a range of training events focused on Research staff throughout the year. Events are publicised through email, on the websites and via Twitter.

Development opportunities which Research staff may wish to consider include:

• Reflect, Plan, Develop (RPD) Training for Researchers
• Mentoring (see Developing Skills to Support Others)
• Networking Skills (see Business Skills)
• Enterprise and Impact Training (see Business Skills)
• Kent Enterprise and Impact Network (KEIN) (see Business Skills)

Reflect, Plan, Develop (RPD)
Training for Researchers

Designed for: New members of research staff or staff who have not previously received RPD training

Overview: This is a practical session providing information about the Reflect, Plan, Develop process at the University. It is recommended that all new staff (or those wishing to have a refresher) attend.

Learning objectives: By the end of the course attendees will:

• understand the RPD framework and documentation
• be able to prepare for and participate in a meaningful RPD discussion
E-LEARNING AND ONLINE LEARNING

Exciting News For 2018/19!!!!

As we enter 2019, Learning and Organisational Development will be launching a number of new topics utilising digital learning capabilities.

These online activities will allow staff to undertake development and training at times which suit them and their roles, without having to leave their desks or attend lengthy classroom workshops. Whilst these new formats of learning will not supersede the classroom style of provision, they will provide development in new carefully selected topics and enhance and support current provision already in place.

Topics planned for release in January 2019 include Time Management and Report Writing, with more in development.

To stay up to date on these developments, please subscribe to our fortnightly newsletter by emailing ldev@kent.ac.uk

Or review our Digital Learning webpage
As an employer, the University of Kent is committed to supporting new and existing employees through Apprenticeship standards. Apprenticeships are for everyone regardless of age, gender or job level.

Apprenticeship programmes combine work, training, and studying so you can 'earn while you learn'. The introduction of the Apprenticeship Levy in April 2017, gives employers, such as the University of Kent, the opportunity to develop their workforce using Apprenticeships, are fully funded by the levy.

This means the levy pays for 100% of your Apprenticeship training, with no cost to you or your department.

There is a huge range of standards available, from entry level to higher and degree levels. Apprenticeships offer a flexible approach to learning that can be done over time at the pace of the learner.

To find out more contact:

Loretta Izod, your Employee Apprenticeship Manager:
Tel: 01227 816568
Email: L.J.Izod@kent.ac.uk
Web https://www.kent.ac.uk/human-resources/apprenticeships/index.html

A selection of Apprenticeship standards available

- Chartered Manager
- Operations Manager
- Business Administration
- Accountancy
- Customer Service
- Data Analyst
- Human Resources
- Resourcing
- Laboratory Scientist
- Hospitality
- Science Technicians
- Creative Technicians
- Accounts Assistant
- Marketing
- Digital Marketing
- Academic Professional
- Network Engineer
- Laboratory Technician
- Chef
- Cleaning
- Trades & Facilities
- Events Management
- Public Relations
- Credit Controller
- Pensions Administrator
- Paralegal
- Technology & Digital Solutions
- IT Support & Technicians
- Cyber Security & Networks
- Horticulture
- Project Management
- Senior Leader
- Learning & Development
- Career Development Professional
- Business to Business
- Infrastructure Technician
- Leisure Assistant/Manager
- Technicians
- Chartered Legal
- Software Developer
- Procurement
- Team Leader / Supervisory
- Careel Development Professional
- Employability Practitioner
- Accessibility & Digital Inclusion
BESPOKE EVENTS AND CONSULTANCY

The Learning and Organisational Development team are able to offer advice, guidance and support to Schools, Departments and teams with bespoke or consultancy development needs they have identified a need for.

In cases such as these, it would be expected that the School or Department would work with the L & OD Consultants to determine the objectives of the development and decide upon suitable bespoke interventions. These interventions may be provided internally or externally to the University and the School/Department would be responsible for financing any requirements from their budgets.
HOW TO GET IN TOUCH

For all enquiries, in the first instance, please contact the Learning and Organisational Development team:
E: ldev@kent.ac.uk
www.kent.ac.uk/hr-learninganddevelopment

To book on to a session, please log into your staff connect account

Disclaimer: Please be aware that our development offer is subject to change and that not all opportunities outlined in this booklet may be available at any given time. Programme inclusions will be dependent on budget and current strategic priorities. Provision for delivery at both Canterbury and Medway locations will be planned but sessions will run subject to minimum participant levels.