It gives me great pleasure to introduce your Guide to Learning and Organisational Development (L&OD), which showcases our learning and development courses for the coming academic year. We offer a wide range of learning and development opportunities for all staff at the University of Kent designed to enhance skills and maximise potential.

Our vision within L&OD is to enable people to develop their skills and contribute to the performance of the University through a culture of learning, empowerment and growth. Considering the context of important change within the sector and at Kent, we have reviewed our offer to ensure that staff and managers are adequately equipped and supported to deal with this change.

We are also focusing on enhancing learners’ experience in the classroom and beyond by developing blended-learning solutions suitable for all learning styles. Training ranges from bite-size courses to comprehensive programmes delivered over several months, as well as apprenticeships.

In 2019, we will look to build on the ways training can be accessed, by increasing the number of modules available on our e-learning platform (Staff Training). This will help provide greater flexibility for staff development, particularly in the context of Organising for Success.

Hopefully, you will find a course that suits your needs. We also welcome your suggestions if there are any topics you would like training for that are not featured in this guide. If you are a manager and you would like to discuss bespoke training needs for your team, our L&OD Consultants will be able to assist you.

For more information or any questions, contact the Learning and Organisational Development Department (L&OD).

Clemence Marest
Assistant Director, Learning and Organisational Development, University of Kent
Using this guide

Training overview
The guide provides an overview of the development opportunities that we offer on an annual basis. It runs in conjunction with Staff Connect, which provides further details on dates and times of Learning and Organisational Development events. Our courses (see pages 3-17) are listed under four themes as below, to make it easy to identify topics of interest.

Which training to choose?
You are encouraged to take up training each year for personal and professional development. Of course, everyone’s training needs are different. To identify activities that will most benefit you in your role, talk with:

- your line manager, as part of your appraisal (RPD)
- your colleagues, about what they have found useful
- Learning & Organisational Development.

Understanding the icons
Course summaries on the pages that follow use the below icons to provide information about how and where the training takes place, and how to book.

Mandatory Training
A course that must be completed by all employees at the University.

Blended Learning
A solution that combines solo study with classroom training.

Staff Connect
You can book this course yourself online, using Staff Connect.

Classroom Learning
Classroom-based training at a University campus.

Nomination Process
Potential participants are nominated for this course by University leaders.

Duration
Time expected to complete the training. This can range from an hour to more than a day.

Elearning/ Moodle Module
A solution to fit around your work and complete in your own time.

Programme
Several workshops, held over a period of weeks or months.

The four themes

PERSONAL EFFECTIVENESS
Core learning to help your personal development in the workplace, including mandatory training and optional soft skills courses.

JOB SKILLS
Develop greater competency in day-to-day workplace activities such as project management and statistical analysis.

LEADERSHIP AND MANAGEMENT
Courses aimed to help develop a leadership ethos and equip leaders and managers with the skills to meet the University’s strategic priorities.

EMBEDDING CHANGE
Techniques to help assist individuals, managers and teams through times of change.

For further information on any courses, please see our intranet page www.kent.ac.uk/hr-learninganddevelopment
This section includes a group of courses designed to provide skills to improve an individual’s personal effectiveness and includes sessions relating to personal wellbeing, presentation skills and career development.

It also includes several courses that all staff at the University are required to complete.

These courses are essential to ensure all staff are aware of EDI and legislation requirements at the University.

**Personal Effectiveness**

**Central Staff Induction**

**Designed for:**
All new members of staff.

**Overview:**
This programme of events needs to be completed within the probationary time frame – ideally within the first six months of employment.

The introductory course helps new staff members become more familiar with the culture at the University of Kent.

During the programme they will:
1. attend the Central Staff Induction, where they will acquire an understanding of how the University works and how their role contributes to its success. They will also attend the Information Fair, which is held over lunch
2. complete the Diversity and Inclusion in Higher Education (page 5) and Unconscious Bias eLearning (page 7) modules
3. attend the Promoting inclusion session (page 6)
4. complete several other Central Induction training elements.

**Pathways – Career Development Programme for Professional Services**

**Designed for:**
Colleagues within Professional Services departments who wish to develop their career.

**Overview:**
In these six workshops held over five months, participants will identify career aspirations and develop skills to help them achieve their goals.

Content includes a strong emphasis on building practical skills.

**Workshops:**
1. Introduction
2. CV Writing
3. Making an Application
4. Interview Skills Part 1
5. Interview Skills Part 2
6. Putting it into Practice
Appraisal (RPD) for staff

**Described for:** All members of staff.

**Overview:** This session will review the current appraisal process and take participants through the steps to prepare for a quality discussion.

Participants will reflect on what has occurred over the last 12 months, plan for the next 12 months, and review current and future development needs.

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Diversity and Inclusion in Higher Education

**Described for:** All members of staff.

**Overview:**

During the module, participants will gain a greater awareness of equality, diversity and inclusion (EDI) within the HE environment, and understand their rights as well as their responsibilities.

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Equality Impact Analysis

**Described for:** Heads of school or professional services departments, heads of administration, SAMs and staff involved in policy work.

**Overview:**

A module introducing the concept of Equality Impact Assessments (EIAs). Participants will look at what they are, why they are important, what the law says, and key stages of the EIA process.

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GDPR

**Described for:** All members of staff.

**Overview:**

Introduced in 2018, the General Data Protection Regulations (GDPR) concern rules around data protection and privacy for all citizens of the EU.

This module provides guidance on records management, information security, data protection, and freedom of information, including corresponding legal requirements.

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‘Since 2018 appraisals (RPD) discussions became mandatory for all. They are an opportunity for staff to have a quality discussion on successes, development, and career aspirations with their line manager’
Mental Health Awareness

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

Overview:
Theory and practical advice will offer participants a rounded understanding of managing mental health and help them identify misconceptions. The course gives an overview of common mental health issues and looks at the sources and symptoms of stress, explaining where things can go wrong. It also offers practical solutions on managing your own resilience and mental wellbeing.

Personal Presence and Impact

Designed for:
Staff who are interested in identifying and developing their ‘personal brand’ and maximising its impact.

Overview:
A short session introducing staff to the key principles of personal presence. During the two hours, participants will look at how to build a positive and confident personal brand in the workplace, the benefits of getting ‘buy-in’ from others, and how to make a positive impact in a range of work situations.

Presentation Skills

Designed for:
Members of staff who are required to design and/or deliver presentations and would like guidance and practice to improve skills and increase confidence.

Overview:
Participants will learn new techniques and receive feedback from their peers and facilitators. An intensive day during which participants will design and deliver a number of short presentations.

Promoting Inclusion

Designed for:
All members of staff.

Overview:
This course complements and builds on content from the Diversity and Inclusion in HE eLearning module. Participants will discover types of unconscious bias and look at how to counter its effects. They will also learn techniques to help ensure people from different cultural backgrounds have a positive experience at the University. The course also examines the Equality Act 2010, and defines terms such as ‘discrimination’ and ‘victimisation’.

‘A great session! It was useful for building confidence and seeing the value you add in terms of your work. Giving and receiving feedback from the “elevator pitch” was really helpful’

Participant, Personal Presence and Impact course
Resilience and Wellbeing

Designed for: All members of staff.

Overview: The session will explore how to maintain positive wellbeing and work performance during times of change and pressure. It introduces key principles of resilience, how to strengthen it, and its impact on wellbeing. Participants will learn to respond positively to workplace demands and recognise the impact of wellbeing in teams.

Transgender Awareness

Designed for: All members of staff.

Overview: A session that provides guidance on understanding, supporting and working with trans colleagues.

Unconscious Bias

Designed for: All members of staff.

Overview: Our background, experiences, societal stereotypes and cultural context can have an impact on our decisions and actions without our realising it. This course will help participants increase awareness of unconscious bias to ensure all at the University are treated equally and with respect.

Other courses available

The following courses are also available on request and will run when there are sufficient numbers available. Add yourself to a waiting list on Staff Connect.

- Bereavement
- Developing your Mentor Skills
- End of Year Finance
- Introduction to HE
- Introduction to Mentoring
- Menopause
- Mindfulness
- Planning Your Career
- Time Management
- Unconscious Bias Schools and Departments

‘It was useful to learn about unhelpful thinking styles and how to overcome them. The course made me think about some situations differently’

Participant, Resilience and Wellbeing course
Build your knowledge and competency in the workplace with Job Skills training.

These courses feature an emphasis on practical skills to help support you in your day-to-day role and, ultimately, develop your career.

**Job Skills**

**Copyright Training**

**Designed for:**
Anyone whose work involves finding and using text, images, media and other copyright-protected material.

**Overview:**
It is important that you have an understanding of copyright law. This course is a lively, stimulating session which gives you a solid overview of how to find and use copyright material legally.

**Project Management**

**Designed for:**
Anyone who is currently working on or about to start working on a key University project. Further guidance on how the University defines projects is available at the Business Improvement and Projects Unit (BIPU) website at www.kent.ac.uk/bipu/.

**Overview:**
Working with the Kent Project Management Framework, the course will cover essential skills and good practice to ensure successful project implementation.

Topics will include:
- Benefits Management
- Stakeholder Mapping
- Project Planning
- Communicating Your Project
Using Statistics in Your Job

**Designed for:**
Staff whose job requires them to use statistics and who would like to approach this aspect of their role with greater confidence.

**Overview:**
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. Furthermore, data is not always presented in an easily understandable form with appropriate context and explanatory narrative.

This course helps participants improve confidence in dealing with statistics, numbers and graphs. The session will look at the context in which data has been collected, analysed and presented, and give learners tools to ask probing questions. Examples will come from the course tutor’s statistical consultancy, as well as fictional scenarios.

*Please note: this course does not cover statistics at a level appropriate to research staff.*

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Note Taking

**Designed for:**
All staff, particularly those who take minutes during meetings.

**Overview:**
A practical workshop that will look at the skills and techniques needed to take notes at a variety of meeting settings.

The session will increase confidence and help participants develop the skills to produce accurate minutes and notes from a variety of meeting types.

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Media Training for Academic Staff

**Designed for:**
Academic staff.

**Overview:**
How do you ensure your research results reach the right people, and as many of them as possible?

Suitable for all academics at the University of Kent, this course will help you to understand how the media works and how to collaborate with the press to promote and publish research results.

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Other courses available

The following courses are also available on request and will run when there are sufficient numbers available. Add yourself to a waiting list on Staff Connect.

- Agresso Training
- Media Awareness Training

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‘An excellent course that I recommend to anyone involved in producing or analysing statistics at work. It ran at a perfect pace and contained just the right level of content from an enthusiastic instructor’

*Participant, Using Statistics in Your Job*
Leadership & Management

This range of programmes, courses and workshops provides support and development for managers and leaders at all levels, equipping them with increased confidence and capability to play their part in delivering the University’s strategic priorities.

Our courses include introductory sessions for those new to management roles, practical skills development (such as recruitment and selection, coaching, and dealing with challenging situations), and sessions for established leaders aimed at enhancing strategic leadership capability at institutional level.

Please note: participation in programmes is subject to a nomination process. Staff should discuss their interest with their managers, informally or as part of the appraisal process.

**Leadership & Management**

**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.

**Overview:**
These three 3.5-hour modules over three months look at the role of the manager and introduce key knowledge, experience, behaviours and concepts needed for success. There will be an emphasis on the importance of good HR practise and organisational culture for managers. During the training, participants will put into practice these elements, so they can develop the relevant attributes as part of a path to progression.

**Workshops:**
1. Role of the Manager
2. Communication and Other Key Skills
3. Negotiating and Influencing, and Other Key Skills

**Programme: Horizons**

**Designed for:**
Managers and supervisors who oversee one or more members of staff. The course is suitable for colleagues who are new to management and experienced managers who are new to the University.

**Overview:**
The programme consists of seven one-day workshops to provide participants with the practical tools for good management. The course focuses on the links between management theory, employment legislation and organisational procedures, and how these elements are applied and translated into daily situations. Guidance is given on managing staff, dealing with problems, accessing support and guidance, and making informed and transparent decisions.

The course includes discussion and scenario-based activities, and helps participants increase their peer network across Kent.

**Topics:**
1. Understanding Your Role as a Manager
2. Working with Your Team
3. Employment Law and Working with University Procedures
4. Recruitment and Selection
5. Induction Probation, RPD and Development Planning
6. Managing Attendance
7. Managing Performance
**Insights**

**Designed for:**
Women in senior leadership roles who wish to progress their careers and develop new and innovative leadership capabilities. This programme is based on a nomination selection process, confirmed by heads of professional services and faculty deans.

**Overview:**
Insights provides an opportunity to work through perceived barriers to progression. The course helps attendees recognise and explore innovative leadership methods and become empowered to challenge the current leadership gender imbalance. It includes discussion, debate and shared best practice, with the aim of helping women develop a clear, realistic career plan and demonstrate leadership, awareness and confidence.

The programme consists of four workshops over a five-month period, plus scheduled triad (peer coaching) meetings in between.

**Workshops:**
1. Perception Versus Reality
2. Strategic Career Planning and Management
3. Work/Life Balance: Challenges and Adjustments
4. Leading Through Change Creatively and Dynamically

**New Senior Leaders (NSL)**

**Designed for:**
Heads of school, deputy heads of school, directors of professional service departments, deputy deans, associate deans, faculty directors and centre directors.

**Overview:**
New Senior Leaders will assess the effectiveness of participants’ own leadership approaches and help them adopt useful new leadership techniques and strategies. Participants will examine current situations encountered in finance, human resources and planning. The programme will include seven workshops, held over several months, and provide an opportunity to join a peer group and network with members of the Executive Group.

**Workshops:**
1. The Context of Senior Leadership
2. Financial Planning and Resource Allocation
3. Student Planning and Recruitment
4. Human Resources and Promotions
5. Self-Development
6. Strategic Leadership
7. Managing People

**Aurora Women’s Leadership Development**

**Designed for:**
Women in posts up to senior lecturer level or professional services equivalent. Note the programme is delivered externally and offsite by Advance HE.

**Overview:**
Aurora is for women at an early stage in their career who wish to develop their leadership skills. Participants will experience a blend of education and mentoring, which will cover: how to develop leadership behaviours skills and knowledge; how to overcome barriers; and how to build networks, coalitions and support processes.

Training is via six interlinked days over six months. It runs in the UK and Ireland.

Note: the programme is not for women already in a leadership role.

**Workshops:**
1. Identity, Impact and Voice
2. Power and Politics
3. Action Learning Set 1
4. Core Leadership Skills
5. Adaptive Leadership Skills
6. Action Learning Set 2
Recruitment and Selection

Designed for:
Those involved in the process of recruitment and selection. This includes recruiting managers, panel members and chairs of panels.

Overview:
This blended learning course is made up of two parts.

Part one is an eLearning module (which can be found on Staff Training Moodle). This gives an overview of the recruitment and selection process, as well as offering legal considerations and practical tips.

Part two is a classroom workshop. Participants can complete either a full-day if they are involved in managing the recruitment process end to end; or a half day if involved only as a panel member, or a chair of panel who is not managing the overall process.

The workshop provides an opportunity to put skills into practice and includes real interview examples and a chance to ask questions at every step of the way.

Crucial Conversations

Designed for:
All managers and leaders.

Overview:
This two-day course split over two weeks is delivered by L&OD team members who have completed a course and been accredited by external suppliers Vital Smarts.

Crucial Conversations focuses on achieving results by way of bold, courageous dialogue in a climate of mutual trust and respect. It is highly practical, with helpful tools, techniques and materials to take away and apply to work and non-work situations.

‘The content and delivery was very good, as was the opportunity to practice the tools the course provides. I have already found the material incredibly useful for managing conversations and getting a positive and desired outcome’

Participant, Crucial Conversations
Mental Health for Managers

**Designed for:**
Line managers who want to further understand how to support staff with mental health issues.

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

Advice on managing sensitive conversations, handling confidential issues and broaching the subject of mental health at work all feature. The course will include details about where to find further help, both internally and externally.

Appraisal (RPD) for Managers

**Designed for:**
All staff who organise appraisal discussions with employees.

**Overview:**
A practical session that provides an overview of the appraisal process including how to:
- prepare for the discussion
- reflect on the previous 12 months and providing feedback on successes and areas of opportunity
- plan for the next 12 months, reviewing projects and relevant department topics, that the individual can take part in
- support individuals with personal development, suggesting areas and methods of development.

Other courses available

The following courses are also available on request and will run when there are sufficient numbers available. Add yourself to a waiting list on Staff Connect.

- Coaching for Managers
- Effective Team Communications
- Attendance Management
- Managing Performance
- Working with Your Team

‘Since 2018, appraisal (RPD) discussions became mandatory for all. The meeting is a chance for line managers to have a quality discussion with staff on their successes, development and career aspirations. After the appraisal, line managers should indicate it has taken place on Staff Connect’
Embedding Change

In 2019/20, the L&OD Department will be supporting the University to deliver its ambitions for change. We are currently working on an Organisational Development strategy to address the key challenges faced by the University. This will include the design of bespoke organisational change programmes to ensure that staff are enabled to effectively embrace and carry out the changes envisaged and required as a part of the Organising for Success Project.

Activities include guidance and practical support on working in a changing environment, how to navigate through uncertainty and, for managers, how to support and encourage teams to feel confident and capable of doing the same.

The OD strategy will also look to build and embed a new culture characterised by common purpose, values and standards of behaviour, recognising and embracing local cultures and identities and promoting unity and inclusivity between academic and professional services colleagues.

The overall objective of these activities is to ensure the new Divisions come together quickly and effectively, with staff feeling supported and empowered to carry out their roles successfully in the new structure.

This section provides an overview of the Department’s current thinking of what those activities and programmes may look like. However, appropriate consultation and feedback on the proposal still needs to take place before those can be finalised.
Ensuring Divisional Success

**Designed for:**
All staff within the new divisions.

**Objectives:**
Support directors of divisions to build a sense of identity, engage the wider divisional staff and make local policy decisions that ensure, as far as possible, joint working and consistency across the division and key staff in PSDs.

A range of activities are likely to be necessary to ensure that the new divisions come together quickly and to encourage staff engagement. Such activities will be tailored to the needs of each Division and could include:

1. Facilitated team away days
2. Task & Finish Improvement Groups facilitation (for example, to look at process and communication arrangements)
3. Workshops to discuss and understand the impact of devolution
4. The use of staff surveys as a means of feedback and action planning

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Supporting Staff through Change

**Designed for:**
All staff within the new divisions.

**Objectives:**
A range of activities will need to be deployed within the Divisions to support staff through change. Such activities will focus on embedding new ways of working and providing relevant training to staff so that they have the skills to perform effectively in their role. This will likely entail workshops, facilitated events and practical training designed to enhance organisational resilience and effectiveness. For example, this may include:

1. Training programmes and events designed to enhance personal and team resilience and effectiveness (mindfulness, wellbeing workshops, time management etc)
2. Training programmes and events focused on change (e.g. working in a changing environment, managing change, Agile working etc)
3. On-the-job training (if required – systems, processes etc) to support staff in a new role or environment
4. Induction programmes at central and divisional level
5. Practical skills training for senior management teams within the Divisions on leading and managing change
6. Mentoring schemes

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Developing Effective Performance Management

**Designed for:**
All staff within the new divisions.

**Objectives:**
In order to deliver one of the key drivers for O4S, which is the need to 'improve relative institutional performance', a number of activities will need to take place to identify, align and cascade common goals and objectives for performance. This may include:

1. Facilitated workshops on goal and objective setting
2. Review of documentation and toolkits for appraisals
3. Reinforced training on appraisal (RPD) skills for staff and managers
4. Developing competency frameworks as appropriate

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How to find out more

For more information on any of the areas highlighted in this Embedding Change section, please contact Clemence Marest, Claire Chapman or Lyn McBriar in Learning and Operational Development.

All contact details can be found on page 21.
Apprenticeships

There are many opportunities to develop your career with fully funded, on-the-job training. Here’s what you need to know

Who are apprenticeships for?
An apprenticeship is a way for anyone of any age and experience, including new and existing employees, to develop their skills further and even step into a new role at the University of Kent.

100% Levy Funding is available for new and existing staff at Kent to pay for an apprenticeship. This applies for all job roles and levels of experience.

Here’s just a few of the 700-plus apprenticeship opportunities available:

- Academic Professional
- Accounting
- Business Administration
- Catering and Hospitality
- Customer Service
- Cyber Intrusion
- Data Analyst/ Business Analyst
- Digital Marketer
- Employability Practitioner
- Facilities and Security
- Infrastructure Technician
- Laboratory Technician
- Library, Information and Archive Assistant
- Operations/Department Manager
- Paralegal
- Project Management
- Sports and Leisure

How do apprenticeships work?
If you take an apprenticeship, you’ll complete it while carrying out your day-to-day job. You’ll be assigned a training provider who will offer knowledge and support to help you in your role.

Around 80% of your time during an apprenticeship will be taken up with actually performing the role. In most cases, around 20% is learning-based. The pie chart gives an idea of the kinds of learning activities you’ll undertake during this time, and the proportion assigned to each.

Your training provider will deliver this range of activities, or ‘blended learning’, to help ensure you are fully prepared for the final assessment and achieve your apprenticeship. The assessment itself is carried out by a professional body within your occupation / industry.

Find out more www.kent.ac.uk/human-resources/apprenticeships/guidance.html

Loretta Izod
Employee Apprenticeship Manager
T: 01227 8 16568
E: l.j.izod@kent.ac.uk

Loretta specialises in supporting employees who want to understand how their careers can benefit from undertaking an apprenticeship at the University of Kent.

Use the above contact details to get in touch for one-to-one advice, or to set up a team meeting for further information and discussion.
Other Learning Opportunities

Discover more training opportunities at the University of Kent from the following partners.

**Department Training**
Specific departments, for example Estates and Commercial Services, will provide specialist role-related compliance training as required.

**IS/IT Training**
The IT Training team offers a variety of support options for staff including:
- **tutor-led courses**
- **learning guides for self-study with associated exercise files**
- **1:1 appointments**
- **IT accredited qualifications.**

Please note: new registrations are currently suspended for ECDL Extra and ECDL Advanced qualifications while the team investigate an alternative IT qualification. Registered candidates may continue with their qualification. Full details of what is on offer can be found on the SharePoint site and will include updates in due course.

**Researcher Development**
Research Services runs a series of workshops and a programme of events for early career researchers. Information and support around working with external partners is available from Kent Innovation and Enterprise.

Skills training for postgraduate students is offered by the Graduate School.

For more information, visit:
- www.kent.ac.uk/researchservices
- www.kent.ac.uk/graduateschool
- www.kent.ac.uk/cshe/
- www.kent.ac.uk/elearning/

**SHE training**
The Safety, Health and Environmental (SHE) department provides a number of training opportunities. These include core sessions for all staff such as Safety and Fire Awareness, Basic Risk Assessment and Safety for Senior Leaders. SHE also offers specific sessions covering individual roles and courses for recognised certificates.

Further information on all sessions and availability can be found at:
- www.kent.ac.uk/safety/training/

**SSWB**
Student Support and Wellbeing (SSWB) sessions are designed for staff members working in student-facing roles, or who have direct contact with students on a daily basis. Courses include Suicide Prevention Training, Mental Health Awareness elearning, and Inclusive Teaching Practices.

For further information on these sessions, contact:
- www.kent.ac.uk/studentsupport/wellbeing/

**UEL T**
The Unit for the Enhancement of Learning and Teaching (UEL T) provides a range of academic staff development programmes, training activities and events to support teaching, learning (including e-learning) and research in higher education. There are networks to support staff in specific roles, plus seminars and conferences in topical educational areas open to all staff.

For more information, visit:
- www.kent.ac.uk/uelt/
- www.kent.ac.uk/cshe/
- www.kent.ac.uk/elearning/
Here’s how you can get more information about our courses and discover the latest updates from the L&OD team

Finding the right course
If you can’t identify the right opportunity for you from our list of courses, do get in touch and let us know.

L&OD is dedicated to finding development solutions that match your requirements, whatever your role. Our team has the knowledge and experience to guide and assist you in finding the best programme – whether that be with planned or bespoke sessions or consultancy development.

Contact Ldev@kent.ac.uk.

Frequently asked questions
If these FAQs don’t answer your query, see additional FAQs at www.kent.ac.uk/human-resources/staffconnect/faqnew.html or contact L&OD on Ldev@kent.ac.uk.

Q. What can I do if I can’t find the course I want on Staff Connect?
A. Please contact L&OD for help.

Q. How do I access or see if there is any preparatory work for my course?
A. Within Staff Connect, see the tab called Course Information on the left menu. This contains all the relevant information.

Q. How do I know what mandatory training I need to complete and where do I find it?
A. All mandatory training is listed on the L&OD website at www.kent.ac.uk/hr-learninganddevelopment/programmes/new-staff/index.html.

Q. What happens if I can’t attend a course?
A. To withdraw from a course booked via Staff Connect, log in to Staff Connect and withdraw your booking. Please note that your manager must also approve your withdrawal from the course. Please provide as much notice as possible so that the space can be made available to other members of staff.

Q. How do I book onto a course?
A. 1. If the session is on Staff Connect* log into Staff Connect, click on My Training Details and ‘Training Request’ and search for your course. If a date is available, request the training or add yourself to the waitlist.
   2. If it is a nominated programme** then please contact L&OD – Ldev@kent.ac.uk
   3. If it is an eLearning or Moodle module*** contact L&OD Ldev@kent.ac.uk for the link and to ensure that it is assigned to you.

You can also watch a short video on how to book on the L&OD website https://www.kent.ac.uk/hr-learninganddevelopment/ via the Guidance on Booking a Course tab.

Staff Connect*  Nominated Programme**  Moodle Module***
Here's the running dates for many of the classroom-based courses featured in this brochure. For further information or exact dates, visit the View and Book section at www.kent.ac.uk/hr-learninganddevelopment/.

<table>
<thead>
<tr>
<th>PERSONAL EFFECTIVENESS</th>
<th>JOB SKILLS</th>
<th>LEADERSHIP</th>
</tr>
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<tbody>
<tr>
<td>Pathways for Professional Services</td>
<td>Central Staff Induction*</td>
<td>Horizons*</td>
</tr>
<tr>
<td>Appraisals for Staff</td>
<td>Personal Presence and Impact</td>
<td>Foundations of Management*</td>
</tr>
<tr>
<td>Presentation Skills</td>
<td>Promoting Inclusion</td>
<td>Insights*</td>
</tr>
<tr>
<td>Resilience and Wellbeing</td>
<td>Copyright Training</td>
<td>New Senior Leaders*</td>
</tr>
<tr>
<td>Project Management</td>
<td>Using Statistics in Your Job</td>
<td>Auroa Women's Leadership Development*</td>
</tr>
<tr>
<td>Note Taking**</td>
<td>Crucial Conversations</td>
<td>Recruitment and Selection</td>
</tr>
<tr>
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<td>Mental Health for Managers</td>
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<th>Pathways for Professional Services*</th>
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<td>Central Staff Induction*</td>
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<td>Appraisals for Staff</td>
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<td>Personal Presence and Impact</td>
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<td>Presentation Skills</td>
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<td>Promoting Inclusion</td>
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<td>Resilience and Wellbeing</td>
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<td>Copyright Training</td>
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<td>Project Management</td>
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<td>Using Statistics in Your Job</td>
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<td>Note Taking**</td>
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| Media Training** |
| Horizons* |
| Foundations of Management* |
| Insights* |
| New Senior Leaders* |

| Aurora Women’s Leadership Development* |
| Recruitment and Selection |
| Crucial Conversations |
| Mental Health for Managers** |
| Appraisal for Managers |
| Organising for Success Leadership development*** |
| Ensuring Divisional Success*** |
| Supporting staff through change*** |
| Developing effective Performance Management*** |
| LEADERSHIP AND MANAGEMENT |

* Denotes start date of programme. For individual start dates of module, refer to Staff Connect or L&OD website at https://www.kent.ac.uk/hr-learninganddevelopment/.
**Where no sessions are identified, use the waitlist function in staff connect to join the waitlist.
*** No dates planned, available upon request.

Embarking on a journey towards personal and professional growth, empowering individuals to excel in their roles as leaders and managers.
Meet the team

Clemence Marest
AD L&OD
T: Extension (82)3795
E: C.J.O.Marest@Kent.ac.uk

Clemence is an experienced HR/OD practitioner. She has worked across varied sectors and supported a wide range of organisations in leading and embedding change.

At the University, she has strategic responsibility for learning, organisational development and EDI. This includes: ensuring effective leadership strategies; management and talent development; supporting and enabling cultural change; assisting team effectiveness and dynamics by creating bespoke interventions; and supporting schools and departments to align staff effort with institutional and departmental plans.

Claire Chapman
L&OD Consultant
T: Extension 15656
E: C.Chapman-730@kent.ac.uk

Claire is an L&OD consultant specialising in leadership development; organisational change and compliance. Before joining Kent, she held leadership roles in the manufacturing industry, including the pharmaceutical and food sectors.

She is a Chartered Member of the Chartered Institute of Personnel and Development (CIPD) and an approved A1 Assessor. She holds a Belbin Team Roles accreditation.

Since Joining Kent in 2018, Claire has designed and delivered Leadership and Development training and also leads on equality and diversity support for University of Kent staff.

Lyn McBriar
L&OD Consultant
T: Extension 16576
E: L.McBriar@kent.ac.uk

Lyn is an L&OD consultant specialising in leadership development and organisational change, including executive coaching.

Before joining Kent she ran a HR consultancy supporting public, private and third-sector clients during periods of corporate realignment and change. This included carrying out reviews and investigations into complex employee relations issues.

Lyn is a Fellow of the Chartered Institute of Personnel and Development (CIPD) and a Member of the Association for Coaching.

Since joining the University in 2005, Ali has undertaken a variety of Human Resources roles. This has given her broad-ranging experience of HR transactional duties and HR employee relations casework management. She has hands-on experience designing, developing and delivering training and learning opportunities for staff and is also taking a lead for the L&OD team in developing digital learning.

Ali is a Member of the Chartered Institute of Personnel and Development (MCIPD) and an ILM qualified coach. She holds certifications in Blended Learning (TAP) and Crucial Conversations (VitalSmarts), and a Level 3 Award in Education and Teaching.

Laura Pheils
L&OD Adviser
T: Extension 6598
E: L.Pheils@Kent.ac.uk

Laura comes from a generalist human resources background and has worked in a variety of HR roles across the public and private sector, as well as at other higher education institutions.

Laura is a Chartered Member of the CIPD. She has an MSc in Human Resource Management and a Level 5 Certificate in Coaching.

Since joining Kent in 2015, Laura has delivered our management programmes and personal and professional effectiveness courses. She is also the L&OD lead on Technician Commitment and Researcher Development.

Helen Oliver
L&OD Coordinator
T: Extension 3487
E: H.Oliver-62@kent.ac.uk

As a L&OD officer and consultant, Helen is primarily responsible for organising, coordinating and following up on staff training at Kent. Helen is also the L&OD contact for the Women’s and Staff Disability Network.

Helen’s previous experience includes operating as an L&OD officer and consultant.

Helen is an Associate of the Chartered Institute of Personnel and Development (CIPD), holds the Financial Planning Certificate (Chartered Insurance Institute) and has a qualification in educational administration.

Julie Bennett
L&OD Coordinator
T: Extension 6571
E: J.A.Bennett@kent.ac.uk

Julie joined the University in 1999, working in the Summer Academy Head Office. Since then, she has worked in HR as an equality and diversity administration assistant, gaining a wealth of experience and knowledge within this area.

Julie joined the L&OD team in 2017 as an L&OD co-ordinator, and has organised a portfolio of staff development activities and in-house training courses.

While working at the University, Julie has completed numerous training programmes including the ECDL Qualification and National Certificate in Workplace Mediation.

Lucy has worked at the University for over 25 years, starting in an academic school and then moving into Staff Development, now known as Learning and Organisational Development (L&OD).

Lucy is involved in all aspects of the coordination of in-house L&OD training. She is also responsible for the L&OD webpages and the central staff induction. In 2017, she became the senior L&OD coordinator, with the primary responsibility of managing the L&OD finances and budget and projects within the team.

Lucy has the ECDL qualification and an NVQ in Business Administration.

Kitty Fairweather
L&OD Coordinator
T: Extension 7713
E: K.Fairweather@kent.ac.uk

Kitty has worked in the L&OD team since 2012, stepping up from assistant to her current role as a coordinator.

Kitty organises a broad range of L&OD courses and activities – including our leadership and management programmes, and personal and professional effectiveness courses – and ensures the smooth day-to-day running of the office. She supports the work of the EDI Governance Group and is the L&OD contact for the our LGBT network.

Kitty has completed her ECDL qualification, and is undertaking her Level 3 Learning and Development Apprenticeship standard. She is a student member of the CIPD.

Jena Dady
L&OD Adviser
T: Extension 3395
E: J.Dady@kent.ac.uk

During her career, Jena has designed and delivered a wide range of development opportunities across various sectors, aligning staff development with strategic aims.

She delivers a number of our management and leadership programmes and personal and professional effectiveness courses. Jena also heads up women’s leadership, including designing and facilitating our in-house senior women’s leadership programme, Insights.

Jena uses her business experience to understand the knowledge and skills staff need to improve performance. She is an Associate Member of the CIPD.

Ali Whelan
L&OD Adviser
T: Extension 7897
E: A.J.Whelan@Kent.ac.uk

Since joining the University in 2005, Ali has undertaken a variety of Human Resources roles. This has given her broad-ranging experience of HR transactional duties and HR employee relations casework management. She has hands-on experience designing, developing and delivering training and learning opportunities for staff and is also taking a lead for the L&OD team in developing digital learning.

Ali is a Member of the Chartered Institute of Personnel and Development (MCIPD) and an ILM qualified coach. She holds certifications in Blended Learning (TAP) and Crucial Conversations (VitalSmarts), and a Level 3 Award in Education and Teaching.

Jena uses her business experience to understand the knowledge and skills staff need to improve performance. She is an Associate Member of the CIPD.

Jena has completed her ECDL qualification, the L&OD contact for the our LGBT network.

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