University College of Osteopathy

Academic Quality Framework 2017-2018

Section 13: Staff Recruitment & Development

ACADEMIC QUALITY FRAMEWORK

SECTION 13: STAFF RECRUITMENT & DEVELOPMENT

> **This Section of the Academic Quality Framework should be of particular interest to <u>all staff</u>.**

Version number	Dates produced and approved (include committee)	Reason for production/ revision	Author	Location(s)	Proposed next review date and approval required
V1.0	*March 2014* *Academic Council*	*To define the procedures for the management of academic quality and standards in teaching and learning at the UCO.*	*Corporate Services Director* *HR Manager*	*Master Version:* *J:\0 Quality Team – AQF* *Published Version:* *Intranet*	*Annually and on an "as required" basis.*
V2.0	*Sept 2016* *Academic Council*	*Reviewed to update staff role and policy titles and to reflect current practice.*	*Corporate Services Director* *HR Manager*	*Master Version:* *J:\ Quality Team \ 0 Quality Team – AQF* *Published Version:* *Intranet*	*Aug 2017 and on an "as required" basis.*
V3.0	*Sept 2017* *Academic Council*	*Annual Review including amendments to reflect the name change of the British UCO of Osteopathy to the University College of Osteopathy.*	*HR Manager*	*Master Version:* *J:\ Quality Team \ 0 Quality Team – AQF* *Published Version:* *Intranet*	*Annually and on an "as required" basis.*
Equality Impact					
Positive equality impact (i.e. the policy/procedure/guideline significantly reduces inequalities)					
Neutral equality impact (i.e. no significant effect)					X
Negative equality impact (i.e. increasing inequalities)					

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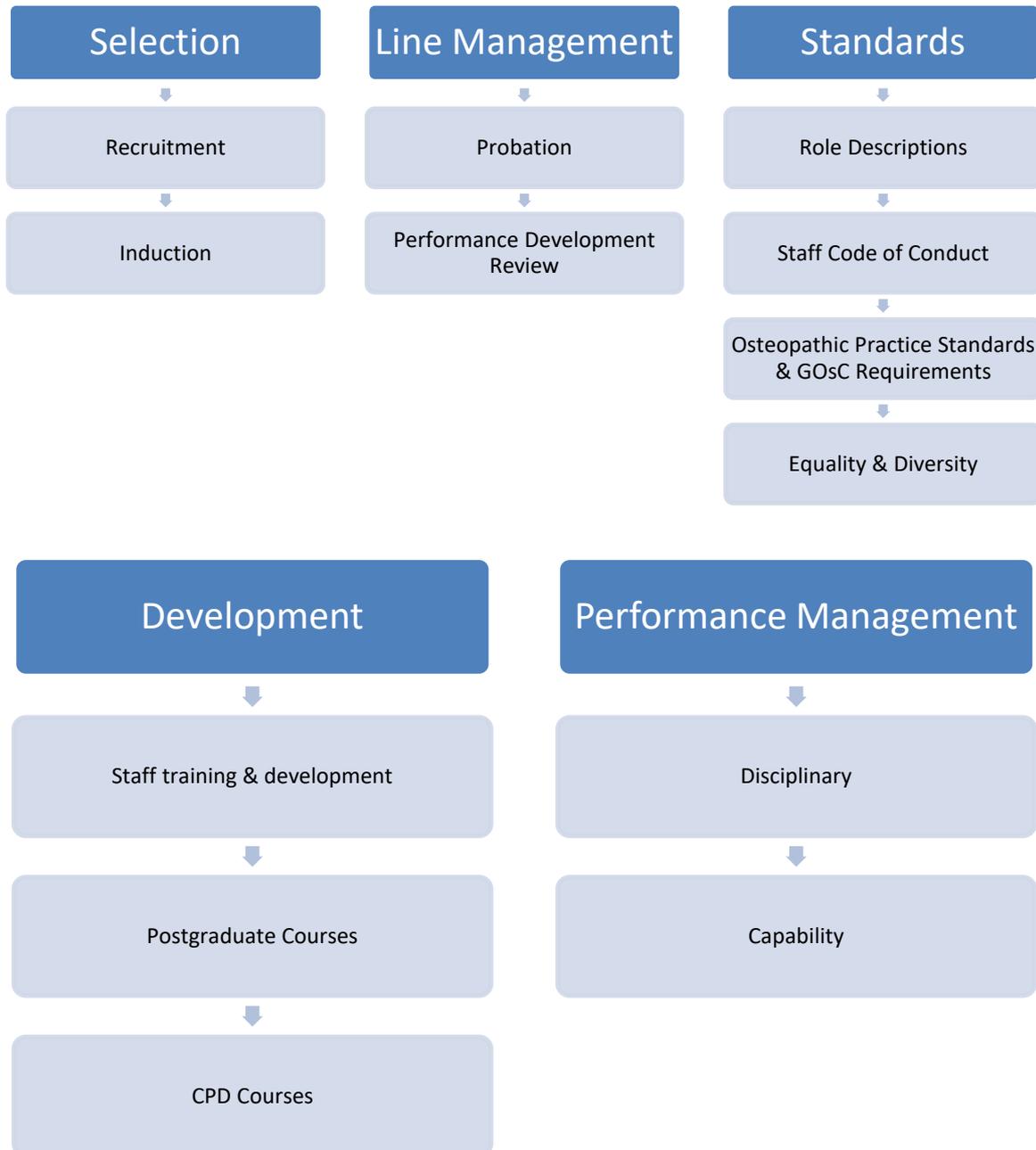
Academic Quality Framework

Section 13: Staff Recruitment & Development

Contents

13.1 INTRODUCTION

13.1.1 The mechanisms by which the University College of Osteopathy (UCO) assures itself that all teaching faculty have the necessary skills, commitment and knowledge to teach effectively are signposted below.

Selection
- Recruitment
- Induction

Line Management
- Probation
- Performance Development Review

Standards
- Role Descriptions
- Staff Code of Conduct
- Osteopathic Practice Standards & GOsC Requirements
- Equality & Diversity

Development
- Staff training & development
- Postgraduate Courses
- CPD Courses

Performance Management
- Disciplinary
- Capability

13.1.2 Individual teaching staff and their line managers have the key responsibilities for ensuring that they carry out their roles to a sufficient standard, but are also supported and advised by the Human Resources team.

13.1.3 Information about working for the UCO and current vacancies may be found on the UCO website: www.uco.ac.uk

13.2 STAFF RECRUITMENT

13.2.1 The key mechanisms for the assurance of quality and standards regarding staff recruitment include:

a) A comprehensive staff Recruitment Policy and Procedure[i] ensuring that all staff involved in the recruitment process are aware of their responsibilities for ensuring equality in recruitment practices, and ensures that fair and responsible decisions are made regarding which applicant best matches the requirements within the agreed specifications.

b) Successful implementation of the Recruitment Policy and Procedure is monitored through statistical monitoring, probationary reviews and exit interviews. Upon appointment, teaching staff are welcomed to the UCO and during their general induction to the UCO are shown where they may access information about the UCO and relevant staff policies, procedures and guidelines[ii].

13.2.2 All new staff are provided with an induction programme suitable to their role at the UCO that is undertaken by their Line Manager in line with the UCO's Staff Induction Procedure[iii]. The Induction is designed to provide an initial orientation and will assist in supporting the School's mission, aims and values and to enable the understanding and application of BSO policies, procedures, culture and expectations.

13.3 LINE MANAGEMENT

13.3.1 Direct line managers play a key role in assuring quality and standards within the faculty. From the point of selection onwards, the new member of staff's contribution is supported and assessed during the probationary period. The Staff Induction Procedure identifies training and development (see below) which is needed during the probationary period to support the new employee.

13.3.2 Post-probation, each member of faculty is moved onto the Professional Development Review (PDR) system[iv], or appraisal. Mapped against the Higher Education Academy Professional Standards Framework, the PDR system identifies specific actions to support the development of faculty. In advance of the meeting with their Line Manager, each member of faculty identifies the key areas within the framework they wish to focus on in their professional development. The PDR meeting is then structured around identifying suitable targets and training to support this goal, and agreeing a reasonable timescale for completion. The PDR process is designed in line with the UCO's Strategic Plan[v] to promote continuous enhancement of quality through the development of a culture of critical reflection on learning and teaching, informed by best practice and also to ensure that excellence in teaching is promoted, recognised and rewarded. While training and development identified through the process could relate to teaching or to the subject specialism, the nature of the dual professional status of most members of faculty focuses attention on pedagogy and academic development. All staff are encouraged to use or request feedback to inform the PDR processes - including peer review of practical sessions, student surveys, 360 degree feedback and formal observation.

13.3.3 Line Managers receive support and guidance in their management roles from the HR team. They also have access to a range of Managers' Briefings including Recruitment and Selection[vi], Professional Development Review[vii] and Managing Induction[viii]. Specific training courses in related areas are run when the need arises.

13.4 STANDARDS & QUALITY OF STAFF

13.4.1 All roles within the UCO have agreed role descriptions, which are updated periodically within the PDR meetings held. While these documents necessarily evolve to meet the changing requirements of the institution, the broad responsibilities are defined and shared.

13.4.2 The UCO sets clear standards of behaviour and quality for its faculty. As well as the information issued to faculty relating to assessment[ix] and feedback[x], the UCO's Intranet contains policies that relate to academic quality – including the Staff Code of Conduct, Disciplinary Policy, Data Protection Policy, Anti-Bullying and Harassment Policy, Equal & Diversity Policy, Health & Safety Policy and ICT Acceptable Use Policy[xi].

13.4.3 With more than 90% of faculty also qualified and in practice as Registered Osteopaths, the requirements of the regulatory body (the General Osteopathic Council (GOsC)) are relevant to the quality standards set for faculty. The GOsC's Osteopathic Practice Standards[xii] combine the standards of practice and code of conduct for osteopaths. As professionals, our faculty must abide by these standards. The Osteopathic Practice Standards also require 30 hours of continuous professional development (CPD) to be completed each year, relevant to the Standards.

13.4.4 The UCO has a strong commitment to Equal Opportunities within its Equal & Diversity Policy[xiii] Guidance about respecting students in a healthcare environment gives clear examples from medical education about appropriate ways to support and challenge students.

13.5 STAFF DEVELOPMENT

13.5.1 The UCO is committed to providing necessary and appropriate training to all staff members to ensure that roles can be fulfilled to a high standard and in line with current government policy.

13.5.2 The UCO is committed to encouraging each member of staff and faculty to achieve their potential within their careers. In this way, the standards of learning and clinical care provided to students and customers can continue to be improved each year. All members of staff, whether providing a direct service to students or an indirect service to the building or the UCO's resources, are valued and will be encouraged to develop appropriately. Responsibility for learning and improvement is shared between the individual and the UCO.

13.5.3 Staff training and development opportunities are identified in a number of different ways, as set out below. Teaching faculty are for the most part dual professionals – with careers in osteopathy and in education – and their development and scholarship needs must cover both of these areas.

13.5.4 The UCO provides osteopathic development and scholarship through a range of means, including guest speakers at staff conferences, free access to the broad portfolio of CPD courses run at the UCO, clinic tutorials, journal clubs, research presentations and e-fora to discuss relevant clinical issues.

13.5.5 Osteopathic faculty must also maintain registration with the General Osteopathic Council (GOsC) where it is a requirement of the role (e.g. clinical staff) – as such they must annually demonstrate that they have undertaken requisite CPD to support the Osteopathic Practice Standards.

13.5.6 The UCO provides pedagogic development and scholarship which aligns closely with the Higher Education Academy (HEA) Professional Standards Framework. Faculty can develop within the framework either by completing a postgraduate teaching qualification, for example

the Postgraduate Certificate Academic and Clinical Education (see below) or by accrediting their skills and experience by mapping these against the framework and seeking membership of the HEA directly. In addition, ongoing development opportunities are provided at the UCO's staff conferences and within team meetings and workshops.

13.5.7 The UCO, in line with its E-Learning Strategy[xiv] employs a Learning Technologist to provide training and support to teaching staff in the use of the UCO's virtual learning environment (BONE). The ICT Department also provides support in the use of multimedia technology, including video and audio in teaching.

13.5.8 All staff are provided with the opportunity to attend an institution-wide two-day Staff Conference that is normally held in the autumn term each year. All staff contracts stipulate that staff must attend the annual conference at least every 2 years. The conference involves external speakers presenting on a variety of subject matters, staff consultation over strategic planning, development workshops that are tailored to specific groups of staff and staff presentations disseminating information on current research projects. The Staff Conference is also where good practice in teaching and learning is disseminated and the work of UCO staff is celebrated.

13.5.9 Non-teaching staff are provided with appropriate training and support to ensure that administrative roles at the UCO are fulfilled to a high standard. These include bespoke minute taking courses and the provision of a Committee Handbook[xv] to committee secretaries to ensure that committee servicing is carried out efficiently and accurately, student and clinic database training to ensure that all relevant staff are familiar with its use, inputting and amending of student details and activities and attendance at seminars to ensure that current government legislation is complied with.

13.5.10 The UCO has a number of staff who act as external examiners, assessors and advisors at other institutions and organisations. The UCO actively encourages staff to undertake these roles in recognition of the value this external engagement brings to the member of staff's work at the UCO.

13.5.11 Development opportunities are also made available for all faculty through the postgraduate courses run at the UCO. New teaching staff are encouraged to complete the UCO's Postgraduate Certificate in Academic and Clinical Education (PgCertACE) within their first two years of teaching. The PgCertACE is a credit bearing programme designed to develop the skills of health professionals in the field of manual medicine as educators. Fee-waiver places are granted on the PgCertACE to all members of faculty, and a number of free places on the rest of the range of UCO postgraduate courses are reserved for faculty.

13.5.12 All faculty are expected to work towards the strategic target of completing the PgCertACE qualification (or equivalent) or becoming members of the Higher Education Academy (http://www.heacademy.ac.uk/).

13.6 PERFORMANCE MANAGEMENT

13.6.1 Where a staff member does not meet the standards required of the role (established through the role description and / or other standards / policies as set out above), the UCO's Disciplinary and Capability Procedure[xvi] is instigated to manage performance and disciplinary related issues.

13.6.2 This procedure sets out the way that the UCO will investigate and respond to performance issues in order to support and resolve any problems that arise.

13.6.3 Disciplinary cases are considered by a Staff Disciplinary Panel, which reports to the Principal's Group. Such panels are constituted as and when required.

AQF13: FORMS & TEMPLATES

Form / Template Reference Number	Form / Template Title
N/A	N/A

AQF13: ENDNOTES

i http://intranet.uco.ac.uk/policies_and_procedures/: Recruitment Policy and Procedure

ii http://intranet.uco.ac.uk/

iii http://intranet.uco.ac.uk/policies_and_procedures/: Staff Induction Procedure

iv http://intranet.uco.ac.uk/policies_and_procedures/: Appraisal and Professional Development Review Policy

v Strategic Plan

vi A Manager's Guide to Recruitment and Selection

vii http://intranet.UCO.ac.uk/policies_and_procedures/: Appraisal and Professional Development Review Policy

viii http://intranet.uco.ac.uk/policies_and_procedures/: Staff Induction Procedure

ix http://intranet.uco.ac.uk/Academic_Quality/: AQF Section 07: Academic Regulations

x http://intranet.uco.ac.uk/guidelines_and_handbooks/: Faculty Feedback Handbook

xi http://intranet.uco.ac.uk/policies_and_procedures/

xii   http://www.osteopathy.org.uk/news-and-resources/document-library/osteopathic-practice-standards/osteopathic-practice-standards/

xiii http://intranet.uco.ac.uk/policies_and_procedures/: Equality & Diversity Policy

xiv http://intranet.bso.ac.uk/teaching_and_learning/e_learning_strategy : E-Learning Strategy

xv http://intranet.uco.ac.uk/guidelines_and_handbooks/: UCO Committee Handbook

xvi http://intranet.uco.ac.uk/policies_and_procedures/: Staff Disciplinary and Capability Procedure