

 <p>S P Jain School of Global Management DUBAI • MUMBAI • SINGAPORE • SYDNEY</p>	Staff Development Policy
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1. Purpose

The purpose of the Staff Development Policy is to encourage and support employees to actively pursue their professional development as an integral part of their employment with the S P Jain School of Global Management (S P Jain). The policy also provides an opportunity to identify training and development needs with the School where a gap in skills or knowledge has been identified.

This Policy sets out the principles that underpin continuing professional development at the School.

2. Scope

This Policy applies to all employees, both academic and non-academic staff, of the S P Jain.

3. Policy Principles

- a. S P Jain recognises that Professional Development (PD) for staff is critical to enable positive student outcomes, ensure staff have relevant and current skills and knowledge, and to enhance the overall quality of the School. Professional development activities contribute to the School's aim to enhance its competitive positioning through the attraction, development and retention of good staff and continuity of excellence in terms of teaching, learning and research.
- b. The School is committed to providing employees with:
 - i. opportunity to develop capabilities that complements the strategic priorities and goals of the School;
 - ii. opportunity to develop and participate in career development activities that extend and enhance their capabilities and capacity for advancement within the School; and

- iii. equity of access to professional development opportunities.
- c. The principles that underpin the provision of professional development at the School comprise:
- i. acknowledging PD as a framework to support and encourage opportunities for continuous learning;
 - ii. ensuring equity of access to academic development programs, resources and support for particular groups and individuals;
 - iii. recognising that responsibility for professional development is shared between employees and managers for the planning and undertaking of professional development relevant to their roles and responsibilities;
 - iv. ensuring the provision of training and development that meet the core requirements of the School's and employees' roles and responsibilities and that comply with statutory obligations and School policies;
 - v. using performance planning and career development processes as the primary means of ensuring alignment between individual, department, and organisational plans and priorities and identifying individual employee's learning and development needs;
 - vi. engaging in planning, development and continuous improvement of internal academic development programs;
 - vii. evaluating employee participation, outcomes and the relevance and quality of academic development programs on an ongoing basis; and
 - viii. ensuring that staff development plans are devised in conjunction with individual staff member's performance and planning review activities.

4. Budgets

- a. The School shall allocate 2% of the annual staff salaries to fund professional development activities for all academic and non-academic employees.
- b. The budget allocation will be available to support professional development activity costs, including costs associated with the study or exam leave, academic development programs (see 4c below), support for ongoing accredited education, participation in short courses, conferences, secondments, job exchange and/or study visits as may be relevant and applicable based on the job role.

- c. For academic staff involved in teaching and learning activities, academic development programs should include a focus on scholarly activities that inform their teachings, which may include academic staff exchange, teaching and learning support and programs; research supervision and support; undertaking research or project work; participating in internal or external committees or in School governance; and networking, coaching and mentoring programs.

5. Roles and Responsibilities

- a. The Senior Management of the School is required to plan and prioritise the development needs of their employees in alignment with organisational goals.
- b. Managers and Department Heads must ensure equity of access for all employees when allocating resources for professional development.
- c. Employees are encouraged to take an active role in their own ongoing professional and career development and to apply their learning to its most effective use.
- d. The Vice President - Academic in consultation with the Deputy Director - Faculty Management, Director - Human Resources and Registrar in consultation with Vice President - Administration shall submit an annual Academic Staff Development Plan to the Academic Board for review and referral to the Board of Directors for approval.
- e. Department Heads are responsible for implementing, monitoring and reporting on their staffs' Professional Development Plans.

6. Guidelines

The process of PD allows employees to actively participate in, track and monitor their professional development and recognises the range of development activities that add to or broaden an individual's body of knowledge. PD may include formal and informal, internal or external professional development activities and self-directed informal learning.

a. Formal PD

Formal PD relates to attendance at: technical meetings, conferences and seminars; participation in short courses; access to undertaking postgraduate degrees; academic staff exchange; and development of teaching and research profiles (online and site seminars).

b. Informal PD

Informal PD includes scholarly activity, individual or collaborative research, private reading, writing technical papers and participation in the organisation of meetings.

c. Individual Development Plan

The undertaking of PD activities should be discussed by the employee with their supervisors or Department Head at the time of the annual performance, planning and development meeting, and form part of the employee's Individual Development Plan.

d. PD Hours

A guideline of up to 105 hours of PD every 3 years (or 35 hours over 12 months) is suggested and allows for flexibility in planning and scheduling at the organisational unit and individual level. Within this framework, employees may undertake any mandatory or compliance-related training required from time to time as it relates to statutory or legal obligations or application of the School's policies or systems.

e. Short Courses and Conferences

- i. An employee may attend a short course or conference that is directly relevant to the employee's work or career or professional development with the approval and support of their Department Head. Support will be in the form of granting work time to attend the short course or conference and/or a contribution towards the registration fee and travel costs to be met from the School's PD budget.
- ii. Where the employee initiates a request to attend a course or conference that is relevant to the employee's work, the Department Head may approve a contribution towards the total cost of participation, subject to availability of budget and relevance of the same to the employee's job role.
- iii. Employees seeking to attend a short course or conference should discuss this with their manager and apply in writing to their Department Head. The application should include the following:
 - Description of the course or conference.
 - Expected outcomes from participating in the course or conference.
 - Costs and financial assistance applied for to attend the course or conference.
 - Recommendation and support for participating in the course or conference by the line supervisor.

f. Education Support

i. Education Support Allowance

- a. The School solely at its discretion may provide support to employees enrolled in an approved formal award course of an external education provider through payment of an Education Support Allowance for assistance with course fees on a case to case basis.
- b. To be eligible for the allowance, the employee must make a formal application and provide evidence that they are accepted/enrolled in an approved formal award course.

- c. The allowance application will be recommended by the Deputy Director - Faculty Management/Department Head/and Vice President - Academic/Vice President – Administration and forwarded to the President for approval. The Education Support Allowance will be paid via reimbursement to the Staff or directly to the Education Provider of the Award Course.
- d. Staff who received financial assistance in pursuing related higher studies will be required to serve the School for a specified period based on mutual agreement.

ii. Eligibility

Full-time employees who have completed a minimum of the equivalent of 12 months' full-time continuous service and who have satisfactorily completed the performance planning and development process will be eligible to apply for the Educational Support Allowance. The approved study should be discussed by the employee with their supervisor at the time of the performance planning and development meeting and form part of the employee's individual development plan.

g. Exam Leave

Eligible employees enrolled in an approved formal award course may be granted paid/unpaid leave to undertake an examination. Exam leave will be limited to the day(s) necessary to complete the examinations. A leave form must be completed.

h. Academic Staff Exchange

- i. Within the School, academic staff have the opportunity to apply for transfer or short-term exchange between campuses.
- ii. This has benefits in terms of professional and personal development and enables students to gain broad experience from a wider range of lecturers. This will maximise the School's collective intellectual capital and be productive if there is a lack of expertise in some subjects in some centres.

- iii. Selection of short-term exchange of Academic Staff is based on the following criteria:
- Availability of the position at the host campus;
 - the teachers are of similar skill and able to teach each other's subjects;
 - exchanges only occur for multiples of a term (i.e. 1 term/2 terms) provided there is no disruption to classes at either site;
 - meeting the visa and local requirements of the host country;
 - cost of transfer including airfare, accommodation and any additional allowances are at the discretion of the President;
 - payment of salary continues from the host site for the staff member as they will be considered to be on short deputation; and
 - the maximum period of exchange is one year.

i. **Short Duration Study Visit**

- i. A staff may be eligible to undertake a short duration study visit to another university or institution. A short duration study visit is usually from a few days to a maximum of two weeks duration where an employee undertakes a study visit to a similar area or department at another university or institution. The purpose of a study visit is to further the employee's professional development and learn best business practices, processes or systems to support the implementation of improvements or organisational change initiatives at the School.
- ii. The opportunity to undertake a study visit or other forms of career development should be discussed by the employee with their supervisor at the time of the annual performance, planning and development meeting and form part of the employee's Individual Development Plan.
- iii. All full-time employees who have completed a minimum of the equivalent of 12 months' full-time continuous service and who have satisfactorily completed performance planning and development may apply for a Study Visit.