

# UNIVERSITY OF ZAGREB STAFF DEVELOPMENT POLICY DOCUMENT

- draft -

Tempus SMSDU training seminar, Dubrovnik, March 2005

## Background

- lack of systematic approach to staff development at university (no common criteria and standards of performance)
- only fragmented, isolated efforts exist
- some self-evaluation and external evaluation reports pointed to the need for staff development
- raised awareness of the need among constituents
- benchmarking insights

## Vision and mission

To build up skills and competencies of overall staff in order to support and improve student learning experience and outcomes, research results, and management and administration effectiveness and efficiency.

Staff and faculty development should be the part of the general development of quality culture at the university, and should incorporate international perspectives without compromising the local tradition and culture.

## Goals

- to promote student-oriented approach to teaching and learning
- to raise competencies in research management

- to develop the leadership and management skills of managers
- to develop the professional skills of administrative and support staff

## **Responsibilities**

Professional development is the right and obligation of both the institution and the individuals.

### *Levels of responsibility*

1. Senate level (Office for Quality Management – Unit for Staff Development): general policy and basic logistics, generic programmes, counselling and coaching, monitoring;
2. Area councils level: specific area-related programmes;
3. Faculty/department level: professional development plans, specific field programmes;
4. Individuals: professional development plans.

## **Organization**

Basic generic skills would be offered centrally and would be mandatory for the following staff: newly-appointed managers, new teaching staff, new administrative staff, young researchers.

Specific advanced training would be highly recommended for the senior management and teaching staff, as well as continuous professional development for administrative staff.

## **Monitoring and evaluation**

Continual monitoring and evaluation backed up by educational research.

Approaches: student evaluations, self-evaluation, peer evaluation, external and international evaluations.

## **Financing**

Combination of state budgeting and own funds. Staff development would be an item in the development fund.

## **Operational plans**

### *Organizational priorities*

- Regulations concerning career advancement
- Establishing staff development unit
- Accrediting ECTS to programmes
- Establishing fund
- Need assessment and assessment of providers
- Communication, dissemination and PR.

### *Educational priorities*

- Teaching and research training for novices
- Communication training for administrative staff at student services offices
- Training for newly-appointed heads of departments.