



# Supporting the Staff Supporting the Workforce

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# Loughborough University

- 15,000 students
- 2,100 international
- 3,500 postgrad
- 3,000 staff
- Ranked 6<sup>th</sup> in *The Times* league table
- Top in national student survey.



# Not waving but drowning

- Focus is on staff who support the development of the workforce
- Many tensions
- Not all staff want to be developed!
- Strategic staff development?





# Process

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- Presentation
- Group and plenary discussions during the presentation
- Questions and comments at any stage.



# Context and terms

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- These comments are based on recent experience in the UK...
- ...many of the pressures are global
- Plethora of terms for development units
- Staff ~ organisational ~ educational ~ academic practice ~ professional ~ HR ~ departmental ~ people ~ institutional ~ management ~ etc
- "Staff development" used here.



# How staff development was...

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- ...and often still is!
- Low-level
- For junior staff
- Fragmented
- Individually focused
- Not greatly valued
- Under-managed by institution
- Based in HR
- Leader distant from senior management.



## A comment

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Staff development [is] marginal to the management of universities. Imbued with an evangelical desire to convert others, [staff developers] seem to have no concept of acting strategically (i.e. to maximize their own university's effectiveness) at all.



# How development is developing...

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- ...but it is very patchy!
- Strategic
- For all staff
- Integrated
- Organisationally focused
- Becoming valued?
- Becoming better managed?
- Based in HR
- Leader closer to senior management.



# Issues

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- Individual or strategic?
- Policing or promoting?
- Compliance or commitment?
- Fragmented or integrated?
- Quis custodiet ipsos custodes?
- Strategic leadership of the unit
- Senior management use of staff development.



# Your issues

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- Do you recognise any of these?
- What are the major issues in your institutions?



## Focus on...

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- Strategic leadership of the unit
- Senior management use of staff development.



# Strategic leadership of the unit

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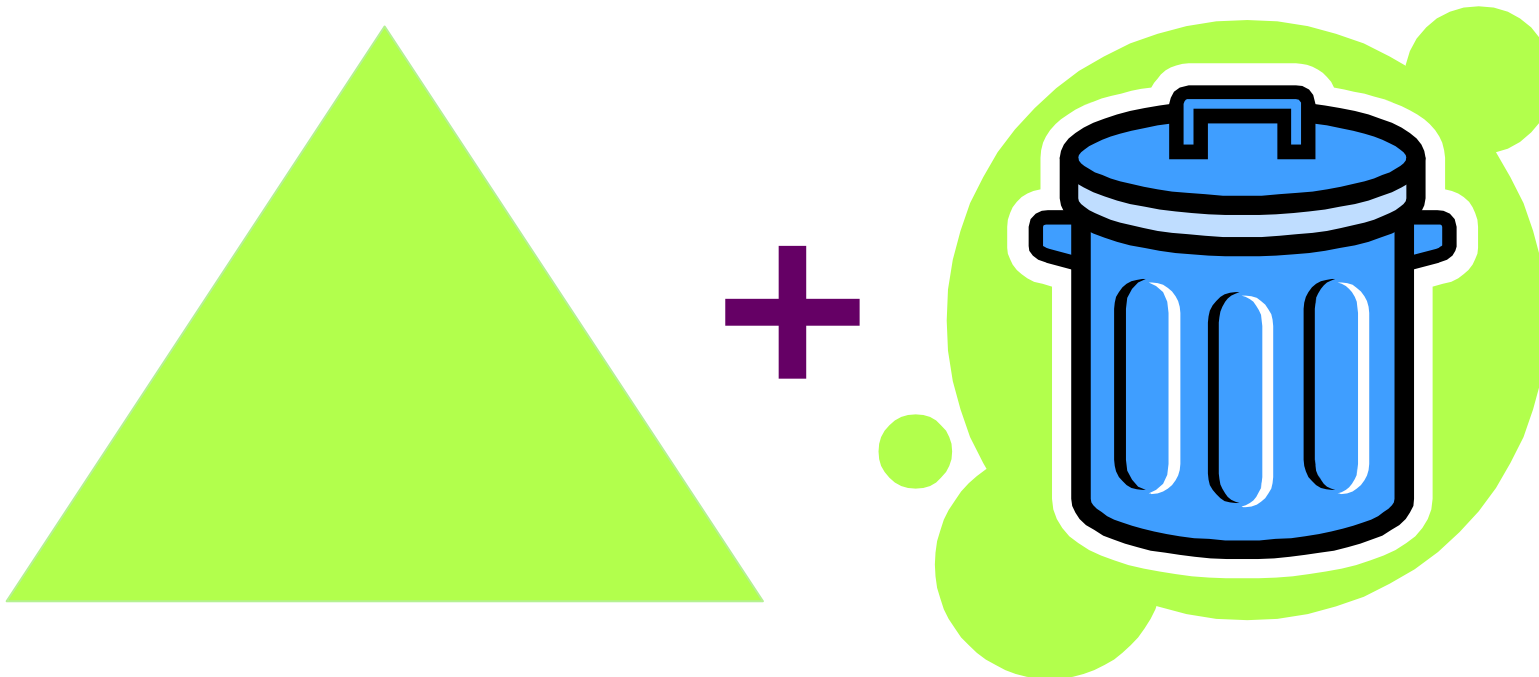
- **How can people like me be encouraged to operate more strategically?**
- Involvement and access
- External engagement
- Strategic alignment
- But this is not enough
- Triangle and trash.



# Sustainably strategic

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- We need to continue to be strategic
- Institutions don't know best





# Strategic triangle

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What the  
institution wants



What the future  
will require

What the  
institution needs

# Strategic trash

What the  
institution wants



What the future  
will require

What the  
institution needs



## Strategic leadership of the unit 2

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- What could leaders of staff development units in your institutions do to be more strategic?
- Please discuss this and offer some suggestions.



# Senior management use of staff development

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- **How can you make the best use of your staff developers?**
- Recognise the tensions
- Provide access to strategic discussions
- Encourage external engagement
- Engage with your staff developers
- Ask not what your staff developers can do for you, ask what you can do for your staff developers.



## Senior management use of staff development 2

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- What could senior management in your institution do to make better use of your staff developers?
- Please discuss this and offer some suggestions.



# Actions

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- Please share with a neighbour or two something that you are going to do about Supporting the Staff Supporting the Workforce.



# Resources

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- Mainly from Leadership Foundation project on Strategic Staff Development
- Guide for VCs etc on options (Paul Blackmore)
- Guide to Operating Strategically
- Strategic capability framework for staff development leaders
- Stakeholder analysis tool
- Email me for copies.



# Contact information

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