Working with the AUA CPD Framework and towards the Mark of Excellence

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Learning outcomes

- Learn how others have successfully embedded the AUA CPD Framework into their development provision

- Consider how you could use the AUA CPD Framework at your institution

- Consider next steps for working towards the Mark of Excellence

Introductions

- Name, role and institution

- Have you worked with the AUA CPD Framework? If yes, how?

- What would you like to get out of the session?

The AUA's professional behaviours

Defining features of the Framework

- Based on the AUA values
- Focus on behaviours:

    - Observable: *what* people actually do
    - Describable: *how* the job needs to be done and the behaviours that underpin effective performance

- Flexible
- Universal
- Strengths as well as areas for development

AUA
Mark of Excellence

	Self	Others	Organisation
Embracing Change Being open to and engaging with new ideas and ways of working. Adjusting to unfamiliar situations, shifting demands and changing roles.	• Accepting that change is an integral part of life • Demonstrating a willingness to do things differently • Making suggestions for improvement • Taking a creative approach to change which challenges assumptions and is not based purely on enhancing existing practice • Viewing change situations as opportunities for improving and developing work • Remaining positive about moving forward despite being realistic about the challenges presented by change • Demonstrating that 'the way things are done here' does not restrict you • Challenging the status quo in a constructive way	• Seeking a diversity of perceptions • Encouraging others to initiate and embrace change • Encouraging experimentation and new ways of working • Providing ongoing support and encouragement to others who are developing and testing solutions • Articulating the purpose of change and the context within which change is happening • Adapting approach to respond to changes outside of the organisation • Communicating change in a positive manner through influencing and persuasion • Recognising, respecting and acknowledging others' responses to change • Inspiring and motivating others to engage as a team member in identifying and implementing change	• Creating a climate that encourages innovation and receptivity to change • Leading by example in supporting the organisation to break with traditional methods • Communicating upwards to influence policy formulation • Embracing new technologies, techniques and working methods • Scanning the wider environment to seek opportunities to develop the organisation • Modifying departmental/ organisational strategy to adapt to changes in the wider environment
Examples of behaviours that may indicate a need for further development in embracing change	• Unable to move beyond negative reaction to uncertainty • Complaining instead of doing something about it • Consistently blocking change and failing to build on others' ideas for change • Generating numerous ideas but not following any of them through		

Applying the framework at team or departmental level

Team/dept. development planning
- Identifying strengths and areas for development
- Taking a structured, consistent approach to CPD
- Enhancing team's/ department's professional identity
- Improving performance and service provided

Discussion with colleagues
- Increasing own and others' self-awareness
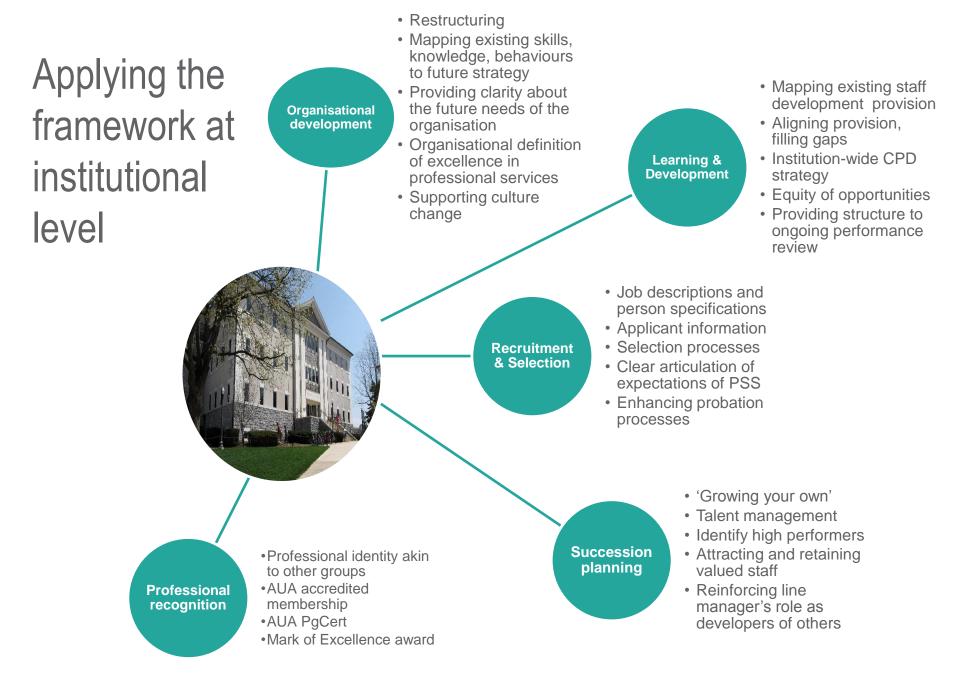- Providing structure to on-going review of performance
- Improving communication and workplace relationships

Managing change
- Providing vision and clarity about the future needs of the organisation
- Refocusing the team's/ department's activities
- Identifying transferrable skills, knowledge and experience
- Supporting colleagues through periods of change

Recruitment selection & induction
- Focusing on the behavioural requirements of a job
- Using common language in the sector
- Providing comprehensive picture of role requirements
- Clarifying the organisation's expectations of PSS

Appraisal
- Capturing achievements and strengths
- Identifying priority development areas
- Providing more structure for appraisal discussions
- Providing focused and specific feedback on performance

Applying the framework at institutional level

Organisational development

- Restructuring
- Mapping existing skills, knowledge, behaviours to future strategy
- Providing clarity about the future needs of the organisation
- Organisational definition of excellence in professional services
- Supporting culture change

Learning & Development

- Mapping existing staff development provision
- Aligning provision, filling gaps
- Institution-wide CPD strategy
- Equity of opportunities
- Providing structure to ongoing performance review

Recruitment & Selection

- Job descriptions and person specifications
- Applicant information
- Selection processes
- Clear articulation of expectations of PSS
- Enhancing probation processes

Succession planning

- 'Growing your own'
- Talent management
- Identify high performers
- Attracting and retaining valued staff
- Reinforcing line manager's role as developers of others

Professional recognition

- Professional identity akin to other groups
- AUA accredited membership
- AUA PgCert
- Mark of Excellence award

CPD Framework resources

Using the AUA CPD Framework through the employee lifecycle

What is the Mark of Excellence?

- Recognition for Higher Education Institutions

  - Commitment to working with the AUA Statement of Values and the AUA CPD Framework

  - Has embedded AUA values and framework into professional services staff development provision

- May be awarded to whole or part HEI

AUA Values (refreshed October 2018)

As AUA members we are committed to:

- Developing our own and others' professional practice
- Actively championing a professional culture of equality, diversity and inclusion
- Advancing education for public benefit through sharing professional knowledge and practice
- Working to the highest standards of fair, ethical and transparent professional behaviour

The purpose of the Mark?

- ## For organisations
  - Public statement
  - Badges comprehensive approach to staff development for professional services staff

- ## For members
  - Recognition of their commitment to CPD
  - Improve routes to progression

- ## For AUA
  - Heighten profile
  - Increase reach

Benefits

- Flexibility to align with organisation's goals and mission

- Focusing on values and behaviours can help drive culture change

- Universal applicability to all professional services and others

- 'Soft skills'... equip people to perform

- How the values are lived out in action

- Source of constructive language for effective communication

- Emphasises how the job needs to be done and the behaviours that inform effective performance

High level criteria

A The organisation promotes the AUA Values and embeds those
 values within their professional services staff development provision

B The organisation provides CPD provision for all professional
services staff aligned with the AUA Framework of Behaviours

C The organisation enables all staff to engage with CPD provision

D The organisation has in place structures and processes to ensure
the quality and effectiveness of the CPD provision for professional
services staff, primarily in the context of applying the AUA Framework

Activity

- Review one of the criteria and note what you already do which shows you meet that criterion.

- Discuss in pairs and thing about what else you could do to really meet that criterion

Meeting Criterion D

Showing that the framework makes a difference

- Quite challenging!
- Clarity about the desired impact at outset
- Specify timelines
- Review existing structures and incorporate/refine
- A communication strategy/plan
- Adapting project plan
- Inclusive approach: all stakeholders

What is impact?

- Significant change or effect over time

- Clearly demonstrable

- Positive (Negative)

- Identifiable across a range of activities

- Impact is more than an output

Why does impact matter?

- Rationale/justification for activity/action

- Motivates individuals to achieve goals

- Gains institutional traction

- Gathers evidence to influence decision makers/detractors

- Can be used to unlock (additional) resources

AUA
Mark of
Excellence

Organisational
mission/strategy

AUA professional
behaviours

Existing strengths,
skills, knowledge,
attitudes

- Organisational issue(s) you are trying to address
- Success criteria
- Fit for purpose or tailored
- Potential barriers to success
- Gaining buy-in from stakeholders
- Pilot or 'big bang'
- Resources for implementation, embedding, and evaluation
- Fly solo or use AUA consultancy
- Institutional champion(s)

How to succeed: key factors

- Mark is a continuous improvement model not 'standards' model
- Build on your strengths
- You identify your goals
- Steering group
- Dedicated resources
- Importance of commitment at the most senior level
- Action plan: treat as a project plan
- Maintain momentum

LJMU:

What was the biggest challenge of working through the process and how did you overcome it?

There were so many things that were included that it took time to work out how they could be linked and articulated in a way that made sense. With lots of things ongoing it took time before we could see results that supported our intended outcomes.

Outcomes (Durham):

- Demonstrable commitment to professional services staff

- Increased responsibility for own career progression

- Improved organisational development provision

- Enhanced discussions during Annual Development Reviews

- Improved recruitment and selection process

- Improved awareness of development opportunities for new members of staff

- Embedding values

- Student experience

Advice (Bath):

If we were to give one piece of advice to others, it would be to ensure that the institutional backing is there and that you are confident in your embedding of the CPD Framework, as the assessor will speak to a broad range of stakeholders before reaching his/her conclusions.

Also, the paperwork is not as daunting as you might think but try not to consider it a form filling exercise anyway; it is a great opportunity to gain recognition for what you are doing already but also undertake some reflection on what you could do in the future.

Next steps

- What one action do you think you could take to progress your work with the AUA CPD Framework and the Mark of Excellence?