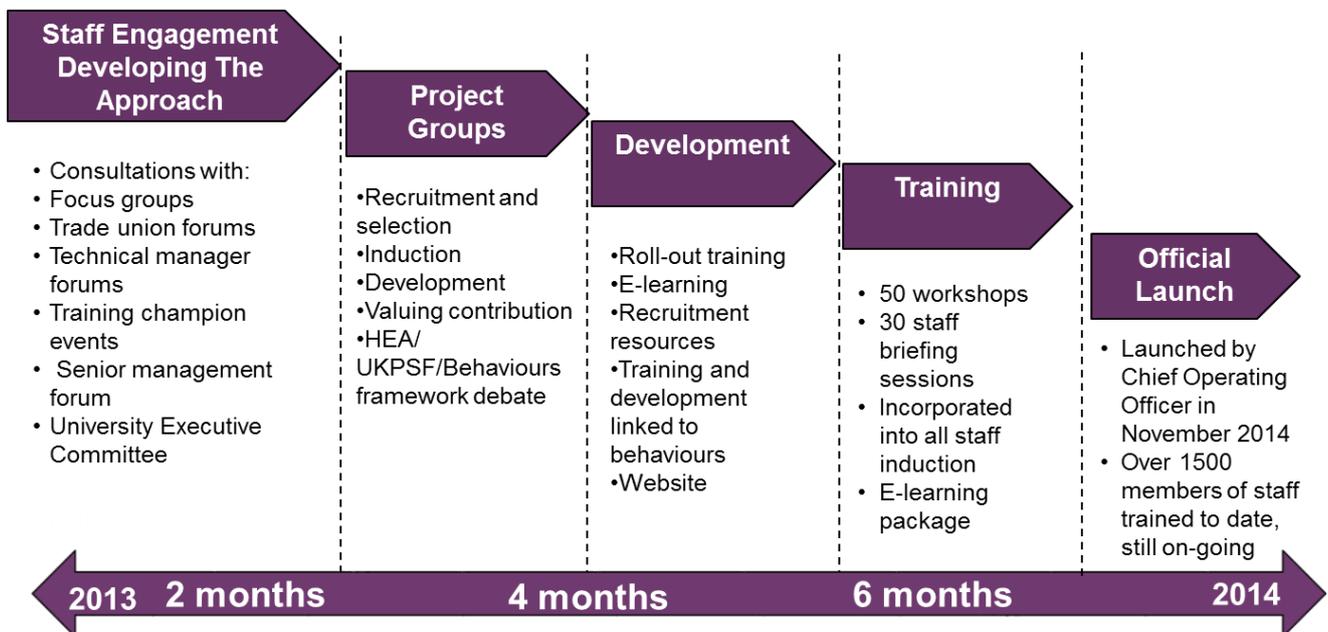




## Durham University's approach to using the AUA CPD Framework and gaining the AUA Mark of Excellence

Durham University initially identified the AUA CPD Framework as a useful mechanism to identify appropriate CPD opportunities and enhance University performance through staff being encouraged to demonstrate consistently professional behaviours regardless of their role. The staff development team led a project to embed the AUA Professional Behaviours Framework into the Realising Your Potential Approach, to tailor the Framework closely to the University's mission and priorities.

The launch of the Realising Your Potential Framework in 2014 and its subsequent successful implementation enabled the achievement of the AUA Mark of Excellence in 2016. The involvement of a range of stakeholders throughout its design and implementation was key to the success of the Approach. The development of the Approach is explained below:



### The impact

The Mark of Excellence recognised at a national level the impact the Realising Your Potential Approach framework is having at Durham University, examples of this impact is explained.

- **Demonstrable commitment to professional services staff** – The framework demonstrates an organisational commitment to the development of PSS and provides an opportunity for staff to understand the expectations of effective performance to support career development.



- **Increased responsibility for own career progression** - the behaviours within the framework are transferable across job roles therefore staff are able to take more responsibility for their own career progression. There is more information available about the behaviours to be developed and the training provision in place to support development.
- **Improved organisational development provision** - existing internal training courses were mapped to the behaviours to ensure all were covered which helped to identify areas where the provision could be improved. Leadership and management training was enhanced with ILM Endorsed Programmes developed around the behaviours at specific levels.
- **Enhanced discussions during Annual Development Reviews** - the Approach was embedded into the Annual Development Review form to encourage staff to reflect on the aspects that they currently do well or may need to develop. Personal learning plans have been devised to develop behaviours to help become more effective in current roles or to prepare for future roles.
- **Improved recruitment and selection process** – the Approach underpins PSS job descriptions to encourage recruiters to look more widely than technical competencies to the behaviours to be demonstrated as part of a job role. Further selection methods are encouraged to assess the demonstration of behaviours. An interview question bank was developed to encourage recruiters to use behavioural interviews to assess specific behaviours.
- **Improved awareness of development opportunities for new members of staff** - the Realising Your Potential Approach was incorporated into the corporate induction to help new staff understand the opportunities available to them from an early stage in their employment.
- **Embedding values** – the Approach has been used as part of documentation with external consultants who are also expected to work in line with the Approach. Departments have used the Approach to help establish their own values for staff to work in line with.
- **Student experience** - the Approach enhanced the University Catering team's recruitment, induction, retention, training and development practice which was recognised nationally by the achievement of a Caterer.com People Awards 2016 for Leadership in Recruitment, Retention and Development.

## Next steps on our journey

Since 2017 the University has introduced a significant change strategy, one element of which focuses on the efficiency and effectiveness of Professional Support areas. As part of this strategy the University will be introducing Job Families in September 2018.

### Benefits to be derived from the introduction of Job Families

- Identification of clearer career and personal development pathways
- Enhancement of learning and development opportunities across the institution
- Introduction of generic job templates and titles across the institution allowing greater flexibility of movement across the institution
- Introduction of communities of practice allowing the sharing of best practice.

Further information on the Realising Your Potential Approach at <https://www.dur.ac.uk/hr/realisingpotential>