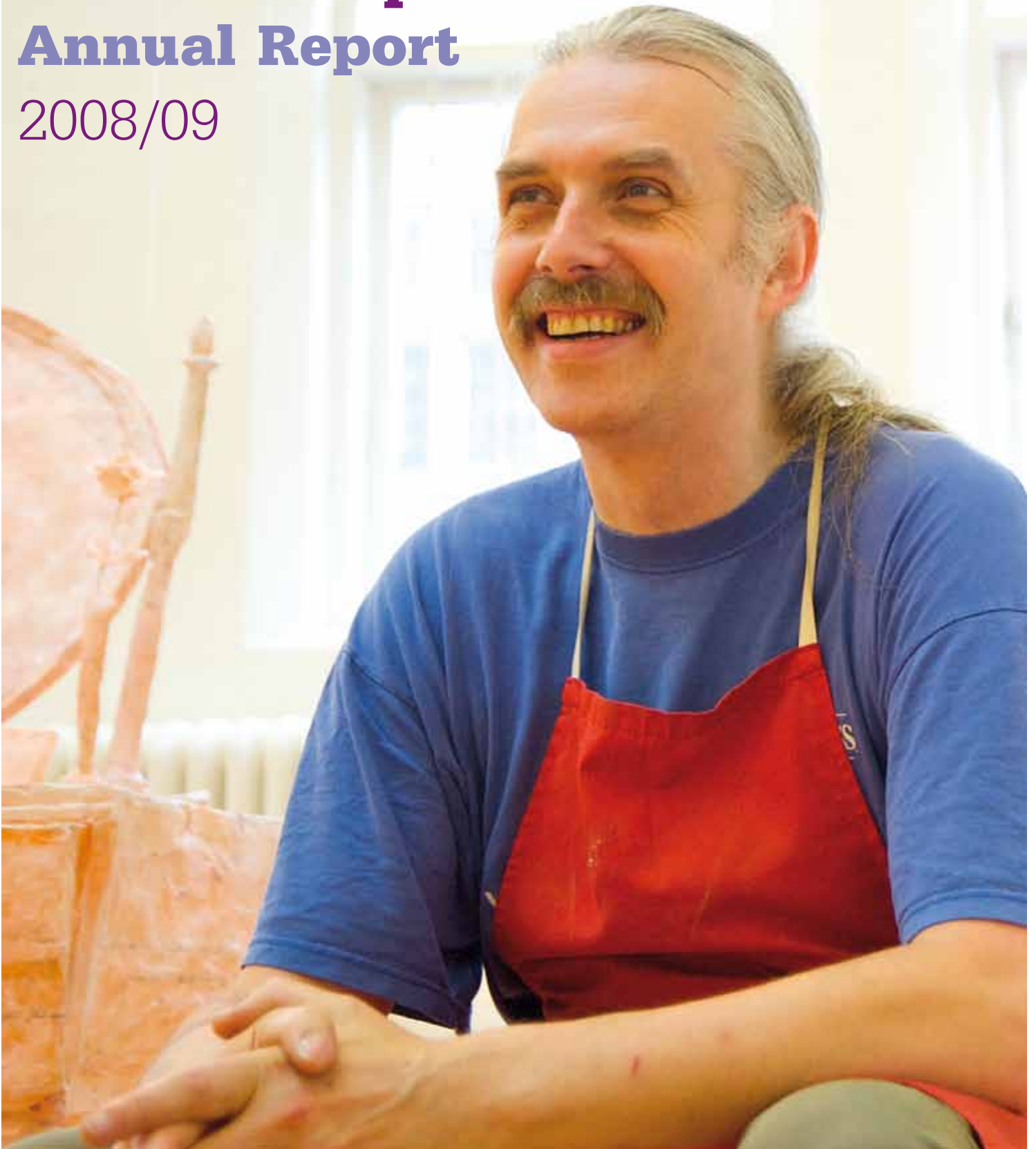




Manchester
Metropolitan
University

Staff Development Annual Report

2008/09



Welcome

Welcome to the first MMU Staff Development Annual Report.

This report gives an overview of the staff development activity and achievements during the 2008/9 academic year.

HR Director introduction

The University is committed to the development of its staff and has, as one of its values, investment in staff development. During a period of significant and sustained change this investment is even more important and will ensure that staff are equipped to deliver the University's vision to be the UK's leading University for world class professionals. In the HR strategy 2007-10 I set out our commitment to being a learning organisation which invests in staff and their development. This report sets out some of the ways we are achieving this.

Gill Hemus
Director of Human Resources



Head of Organisation Development, Training and Diversity introduction

MMU has a strong staff development culture and infrastructure to support this. We now have processes in place for the identification of staff development needs and priorities, at the University, faculty or division and departmental level. We monitor and evaluate staff development activity in order to ensure all staff have equal access to appropriate staff development and to ensure high standards of content and delivery. The central training and development providers provide an extensive range of staff development which, together with the local staff development activities delivered within university teams, helps ensure that identified development needs are met.

The staff development community here at MMU are committed to providing high quality and timely staff development interventions that support the achievement of the university's vision and to ensure MMU has a highly skilled and professional workforce. This report is an endorsement of that commitment.

Josie Moores
Head of Organisation Development, Training and Diversity



Our Work



The Development and Training Team is part of Organisation Development Training and Diversity (ODTD), one of the four HR departments, and is headed by Josie Moores. The Team supports the development of all staff throughout the University, to help ensure that they have the relevant skills, knowledge and competencies to undertake their roles. This includes supporting managers in identifying needs through the University's staff development planning process and as a consequence of new projects and initiatives. The Team focuses on providing development and training linked to University and local priorities and objectives, identified through the staff development planning and professional development review (PDR) processes..

We are proud to have achieved corporate iIP status and the Team are leading the work to ensure continuous improvement in relation to people management and development. This will help us to meet our key strategic aim to build institutional capacity to achieve successful change in the short and long term providing support for and building the leadership capabilities of managers.

The Development and Training Team consists of: the Development and Training Manager, Kate Rowland; the Development and Training Officer, Alison Laithwaite; the Organisation Development and Training Officer, Jackie Bailey; the Training Officer, Paul Walsh; and the Clerical Assistant, Pete Woodier.

Left to right: Alison Laithwaite, Kate Rowland, Jackie Bailey, Paul Walsh and Peter Woodier.

Achievements



Achievement of corporate iIP status

The University achieved whole organisation recognition as an Investor in People in May 2009. This was a significant achievement and MMU is one of a small number of UK universities to have whole organisation recognition. The iIP assessors interviewed over 300 staff from across the University and identified a number of key strengths, which included a strong culture and commitment to investing in staff learning and development. They reported a diverse range of opportunities on offer including secondments and shadowing and found good induction practices to be in place both locally and corporately.



“throughout the assessment, people articulated positive experiences of access to learning and development. They confirm that needs for mandatory, individual and team purposes are the overriding criteria for seeking and achieving development. People feel that the University makes considerable efforts to ensure development is accessible”

Bill Twiss, IIP Assessor

Institute of Leadership and Management (ILM) Centre Accreditation

In August 2009, ODTD was successful in achieving re-accreditation as an Institute of Leadership and Management (ILM) Centre. As an ILM Centre the team is able to benchmark our provision against external standards and offer nationally recognised qualifications in leadership and management. The design of the ILM programmes has changed and provides more flexibility. Individuals can now complete selected modules to address their individual development needs rather than having to complete the whole programme.

Staff Development Planning

A great deal of work has been carried out in 2008/9 to ensure that staff development planning is firmly embedded in the University's strategic planning processes. This has led to earlier consideration of the staff development implications of departmental objectives which has, in turn, led to improved planning for staff development.

Staff development planning guidance for managers has been introduced which sets out the key stages and dates in the annual cycle. The guidance also highlights examples of best practice occurring within faculties and departments. These examples include: workshops held in the Faculty of Science and Engineering to gain input from teaching staff, technicians and administrative staff to the strategic planning, and the Business School's podcast to help communicate strategic plans to all staff.

Management information

In order to support managers with staff development planning, reports on attendance at mandatory training events are now being generated by ODTD and sent to managers on a six monthly basis. Reports are sent in February and September, to coincide with the PDR round and completion of departmental staff development plans which sets out information on those who have attended mandatory training. Managers are asked to follow up with those staff who have yet to attend mandatory courses.

Central Training and Development Providers Group

A Central Training and Development Providers' Group has been established as a sub group of the Staff Development Forum. This operational group includes representatives from the main central training and development providers, such as CeLT, CASQE, RED and Recruitment and Admissions. The group has contributed to the development of the University's staff development application form and the University's CPD portfolio. The group has also supported the introduction of consistent evaluation practices across central training providers.

Staff development groups

Several faculties and departments have established Staff Development Groups (including HLSS, HPSC, IoE, MMUC, Student Services and CaReS). Responsibilities include reviewing and planning staff development needs, monitoring and evaluating staff development activity, reviewing staff induction processes and the PDR process and advising on specific staff development related projects. The ODTD team supports and attends these meetings as requested.

Embedding continuing professional development (CPD)

A Continuing Professional Development (CPD) Framework for support staff has been developed to support ongoing professional and career development. This framework will complement the existing academic framework. This year, the University's approach to CPD has been agreed and an example CPD portfolio has been developed with support and input from (amongst others) RED, CeLT and CASQE. This portfolio, together with an outline of the approach and frequently asked questions, can be found online at:

www.mmu.ac.uk/humanresources/devandtrain/cpd/

HR e-learning platform

An HR e-learning platform developed on Web CT Vista was introduced in 2009. The platform gives all staff access to the mandatory equal opportunities and diversity e-learning packages as well as links to other e-learning packages such as "Disability Confident", Health and Safety's suite of e-learning programmes and ACAS's e-learning programmes. The platform also includes a range of learning resources for all staff as well as a dedicated section of management tools and resources. A MMU toolkit for managers is currently being developed and will also be available on the intranet.

Leadership and Management Development

MMU has a well developed and comprehensive suite of leadership and management development in place. This ranges from the Senior Management Development Programme (SMDP) for senior staff to a suite of Institute of Leadership and Management (ILM) programmes including first line management ILM certificates and awards. Leadership and management provision is constantly reviewed and updated to ensure it reflects current issues and good practice and addresses the needs of the institution and its managers.

Senior Management Development Programme

This programme is aimed at those at academic and support staff head of department level and those who demonstrate potential for senior staff roles. The Programme aims to develop strategic awareness and leadership and management capability. Each cohort works on a strategic project and present the outcomes to the Vice-Chancellor and the relevant members of the Executive and Directorate. Projects completed in 2008/9, as in previous years, have contributed to University thinking and a number of recommendations made through the projects have been taken forward.

Principal Lecturer and Programme Leader Development Programmes

Both the Principal Lecturer Development Programme and Programme Leaders Development Programme have been reviewed and revised programmes piloted during the 2008/09 academic year.

Principal Lecturer Development Programme

Following focus groups and structured interviews with principal lecturers and heads of department, the Principal Lecturers' development programme was reviewed. The programme includes: a pre-work 360 degree feedback tool for individual development; a 2 day workshop followed by an optional series of action learning sets/peer meetings; a number of optional units which participants may choose to access; and access to a range of Web CT Vista resources. The 2 day workshop focuses upon leadership styles and influencing skills and includes an introduction from the Deputy Vice Chancellor (Student Experience). Two cohorts (total of 15 participants) accessed the new programme in the 2008/9 academic year, with further sessions planned for 2009/2010.

Programme Leader Development Programme

The Programme Leader Development Programme is being run jointly with Organisation Development Training and Diversity (ODTD), the Centre for Learning and Teaching (CeLT), Centre for Academic Standards and Quality Enhancement (CASQE) and Planning and Management Information (PMI). A range of workshops, covering the key areas of a programme leader's role are delivered at key points during the year, to coincide with the student and programme lifecycle. A Programme Leaders' Community of Practice has been developed. Members can contribute to university projects which involve or affect programme leadership; identify and discuss issues relating to programme leadership; and access resources, guidance, and examples of good practice.



Evaluation of Staff Development

ODTD provision

ODTD carries out end of course evaluations for all training courses it is responsible for delivering, either by ODTD staff or by external specialists. The evaluation report shows that the majority of staff regard training delivered through ODTD to be:

- well administered (50% good 40% excellent)
- very well presented (71% excellent, 27% good)
- with good or excellent content (48% excellent, 46% good)

The overall figure for an increase of knowledge perception as a result of attending ODTD courses is shown to be 90%.

Evaluation of the PDR scheme for support staff

The Professional Development Review Scheme for support staff, introduced in February 2008, put in place, for the first time, mandatory arrangements for the review of performance against objectives and the consideration of development needs and career aspirations.

Between November 2008 and February 2009, ODTD carried out a large scale evaluation of the Scheme. 328 support staff completed questionnaires and six focus groups were held with support staff. Over two thirds of reviewees agreed that the PDR process was worthwhile.

Recommendations from this evaluation have already led to changes in the way that PDR data is captured and have been taken into account in the development of a single PDR scheme for all MMU staff (Grades 1-11) which will be launched during Spring Term 2010.

Evaluation of the Disability Awareness Training

A University commitment in the Disability Equality Scheme (DES) is that all staff will attend disability awareness training. This commitment involves a significant financial investment by the University. Therefore, a large scale evaluation of this training was carried out by ODTD between October and December 2008. This evaluation was designed to assess the impact of the training in the workplace. The evaluation found some evidence of excellent practice at individual, department and University level together with examples of university-wide progress. Examples include: University brand guidelines being Equalities Impact Assessment (EIA) compliant and the provision of sign language courses for front of house staff.

A number of improvements to the training have been made as a result of the evaluation. These include using examples from the students' perspective as part of the programme, collating best practice examples and putting mechanisms in place to ensure that action plans are followed up.



Employee Engagement

Following a consultation exercise with MMU staff, the Directorate approved the University Employee Engagement Strategy in November 2008. The strategy set out a range of tactics to facilitate better staff engagement. A series of *Ideas Exchange* events were held, to provide an opportunity for staff to feed in ideas and to contribute to university developments. Three Ideas Exchange events were held in 2009 attended by approximately 100 staff. Feedback from both senior managers and those who attended was extremely positive. Attendees particularly liked the informal format for discussion. Further Ideas Exchange events are planned for the 2009/2010 academic year.

Mind Body and Spirit Week

The University's Mind, Body and Spirit Week 2008-09 involved the most ambitious programme to date with 115 events arranged over the five days (an average of 24 each day) including 38 events which were new for 2008/9. In all, the ODTD Team received 512 booking requests for those events where reservation of places was needed. The 2008/9 programme had two clear themes: diversity and stress management. There were a wide range of sessions on different religious beliefs, disability awareness and managing stress, as well as complementary sessions and therapy sessions to help with relaxation.



Equality and Diversity Training

Aspire Career Development Programme for BME Staff

The *Aspire* programme was developed by ODTD in collaboration with a sub-group of the BME Staff Forum. The pilot programme has been managed by ODTD and has been delivered jointly by staff in ODTD, the Institute of Education and an external consultant, Carl Case (A.R.C. Consultants).

Ten participants have completed career development plans setting out personal career development goals and actions. Examples of actions include mentoring support, work shadowing and undertaking skills development.

One of the delegates commented that:

“The program has been a great help and Carl has been excellent in directing me and focussing my outlook in a positive and ‘aspiring’ way.”



Induction

Induction guidance

Following a period of consultation with managers and staff fora, the updated *Induction Guidance for Managers* was signed off in November 2009. The new guidance clarifies responsibilities for induction, emphasises the recommendation that new staff should be assigned a mentor/buddy and gives practical advice about arrangements on the first day. The induction checklist has also been improved and updated.

ICTS Restructure support

In April 2009, tailored training and development was offered to all affected employees in the ICTS restructure on how to become a better candidate, to support them to effectively prepare for interviews. Comments back in the workplace led to the Head of Information and Communication Technology Services contacting the trainer, to say:

“I must say that the feedback I have received so far about your sessions has been very positive indeed, people have really found them useful.”

University induction Day

The MMU one day induction event was revitalised in September 2009 and is now successfully delivered as a combined session for both academic and support staff. The new approach incorporates an induction ‘Fair’, where new members of staff have the opportunity to talk to representatives from a wide range of departments about their individual needs. Represented departments include: Marketing and Communication; Finance and Legal Services; HR; Student Opportunities; and the Centre for Learning and Teaching.

Feedback has been very positive, with the Induction Fair proving the most popular part of the day. As one participant commented:

“It was good to know who people are, to chat and ask questions which meant something to me.”



Looking Forward

It is clear, given the economic downturn and continuing reductions in funding, that the University should continue to improve its performance and efficiency in order to remain competitive and sustainable. This requires a workforce that possesses the necessary skills and attitudes to successfully deliver against the strategic goals and objectives. In order to support this, an Education, Development and Training Strategy for the University is being developed. The strategy will set out the key development priorities for the next three years and a framework for its implementation.

Staff development priorities

The process of identifying the University's staff development priorities for 2009/10 involved both a review of the themes emerging from the Faculty and Divisional Staff development plans, which were informed by PDR, and through consideration of the strategic objectives and challenges facing the institution. There is a helpful synergy between the main themes identified by faculties and divisions and those that were identified previously by Executive, Directorate and by HR Senior Management. These are:

- Leadership and Management
- Managing and dealing with Change

The further development of the University's leadership and management provision, in particular for Academic Leaders will be prioritised for 2009/10. A leadership and management framework with supporting guidance and a development programme specifically for academic Heads will be developed and introduced.

Student experience/customer service was identified as a priority by Faculty and Campus SAS and for Services Group.

Quality of teaching and learning was highlighted as a priority for the majority of faculties with a particular focus on the use of communication technologies for learning and teaching. This will be addressed through the University's ICTS Strategy Group.

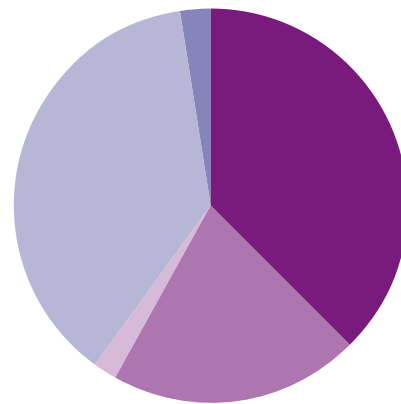
Talent management and succession planning has been identified as a key issue for faculties in the coming year. HR are currently engaged in devising an approach to support faculties in the development of knowledge management and to identify and nurture potential future leaders.

Equality and Diversity - the University will introduce a Single Equality Scheme during 2010 and revise and update the Equal Opportunities Policy to ensure that recent changes in legislation are reflected within it. This will require significant investment in staff development to ensure that managers and staff are fully trained to ensure legal compliance.



Statistics on Recorded Centrally Delivered Training Course Attendances for September 2008 to August 2009

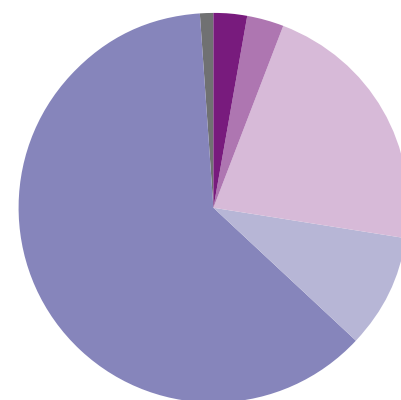
Total number of Staff attending recorded events	1510
Number of events run	286
Total number of attendances	3081
Number of staff attended Mandatory Training courses	1156
Number of staff attended Management Essential courses	633
Number of staff attended Institute of Leadership and Management (ILM) courses	60
Number of staff attended Personal Development courses	1163
Number of staff attended other training courses	69



- Number of staff attended other training courses
- Number of staff attended Personal Development courses
- Number of staff attended Institute of Leadership and Management (ILM) courses
- Number of staff attended Management Essential courses
- Number of staff attended Mandatory Training courses

Number of staff attending training events by Central Training provider

Training Provider	Number of Instances of Training	Number of Staff
Centre for Academic Standards & Quality Enhancement	5	45
Continuing Professional Development Unit	3	44
Customer Services Unit	30	328
Health & Safety Unit	11	144
Organisation Development Training & Diversity	212	936
Research Enterprise & Development	25	13
Information and Communication Technology Services	*	*
Total		1510



- Information and Communication Technology Services
- Research Enterprise & Development
- Organisation Development Training & Diversity
- Health & Safety Unit
- Customer Services Unit
- Continuing Professional Development Unit
- Centre for Academic Standards & Quality Enhancement

* data not available

Staff demographics of attendance at training as proportion of all University staff

Table 1

Staff Category	Staff No's by staff category of total staff	% by staff category of total staff	Number of staff by staff category attending training	% of staff by staff category attending training
Academic Staff	1233	28.90%	238	19.30%
Academic Exec Staff	131	3.07%	51	38.93%
Support Staff	1511	35.41%	770	50.96%
Support Staff Exec	37	0.87%	27	72.97%
HPL	786	18.42%	10	1.27%
Research Staff	71	1.66%	10	14.08%
UniTemps/Wkend Plus	7	0.16%	0	0.00%
Manual Staff	454	10.64%	400	88.11%
External Groups	37	0.87%	4	10.81%
Total	4267		1510	

Table 2

Gender	Staff No's by gender of total staff	% by gender of total staff	No's of staff by gender attending training	% of staff by gender attending training
F	2318	54.32%	860	37.10%
M	1949	45.68%	650	33.35%
Total	4267		1510	

Table 3

Part-time Full-time	Staff No's by hours of work of total staff	% by hours of work of total staff	No's of staff by hours of work attending training	% of staff by hours of work attending training
FT	3127	73.00%	1137	36.36%
PT	1140	27.00%	373	32.72%
Total	4267		1510	

Table 4

Age	Staff No's by age of total staff	% by age of total staff	No's of staff by age attending training	% of staff by age attending training
Not Known	2	0.05%	0	0.00%
16 to 20	14	0.33%	4	28.57%
21 to 25	174	4.08%	35	20.11%
26 to 30	442	10.36%	137	31.00%
31 to 35	442	10.36%	132	29.86%
36 to 40	503	11.79%	181	35.98%
41 to 45	616	14.44%	230	37.34%
46 to 50	585	13.71%	246	42.05%
51 to 55	585	13.71%	238	40.68%
56 to 60	605	14.18%	220	36.36%
61 to 65	282	6.61%	86	30.50%
66 or older	17	0.40%	1	5.88%
Total	4267		1510	

Table 5

Disability	Staff No's by disability of total staff	% by disability of total staff	No's of staff by disability attending training	% of staff by disability attending training
Declared Disabled	221	5.00%	101	45.70%
Not known to be Disabled	3746	88.00%	1370	36.57%
Information not provided	300	7.00%	39	13.00%
Total	4267		1510	

Table 6

Ethnicity Sub-categories	staff numbers by ethnicity of total staff	% by ethnicity of total staff	No's of staff by ethnicity attending training	% of staff by ethnicity attending training
Asian or Asian British - Bangladeshi	4	0.09%	3	75.00%
Asian or Asian British - Indian	50	1.17%	18	36.00%
Asian or Asian British - Pakistani	37	0.87%	11	29.73%
Black or Black British - African	72	1.69%	39	54.17%
Black or Black British - Caribbean	65	1.52%	36	55.38%
Chinese	69	1.62%	20	28.99%
Mixed - White and Asian	13	0.30%	2	15.38%
Mixed - White and Black African	9	0.21%	3	33.33%
Mixed - White and Black Caribbean	7	0.16%	4	57.14%
Other Asian Background	38	0.89%	14	36.84%
Other Black Background	13	0.30%	9	69.23%
Other Ethnic Background	50	1.17%	10	20.00%
Other Mixed Background	11	0.26%	4	36.36%
Other White Background	235	5.51%	60	25.53%
White - British	3241	75.96%	1213	37.43%
White - Irish	92	2.16%	40	43.48%
Information Refused or Non Known	261	6.12%	24	9.20%
Total	4267		1510	

Staff attending training events by Faculty or Department

Business School	61
CaReS	507
Elizabeth Gaskell And Didsbury	5
Environmental Sustainability	3
Faculty Health, Psychology & Social Care	49
Faculty Of Art And Design	15
Faculty Of Science And Engineering	69
Financial and Legal Services	40
Greater Manchester Strategic Alliance	1
Hollings Faculty	30
Human Resources	47
Humanities, Law And Social Science	45
Information & Communication Technology	96
Institute Of Education	28

Learning & Research Services	71
MMU Cheshire	32
North West Universities Association	3
Property Management Performance Team	30
Research, Enterprise & Development	9
SAS All Saints Central	16
SAS All Saints North	105
SAS All Saints South	47
SAS Didsbury & Gaskell	28
SAS MMU Cheshire	43
Services Group	5
Student And Academic Services	91
Student Services	31
Vice - Chancellor	3
Total	1510

Number of staff attended other training courses

Evac+Chair Operator Training	4
Learning Lunch - Equality Bill	16
Learning Lunch Points Based Immigration	22
Transgender Awareness Training	27
Total	69

Number of staff attending Mandatory Courses

Staff Category		Male PT	Male FT	Female PT	Female FT	Declared Disabled	Not Known to be Disabled	Information Not Provided
290 Academic	71	2	34	9	26	8	60	3
291 Academic Exec	10	1	2		7	1	9	
292 Support Staff	358	11	153	60	134	22	329	7
293 Support Staff Exec	1				1		1	
294 HPL	2			1	1		2	
295 Research	3				3		3	
298 Manual Staff	711	126	185	312	88	50	626	35
299 External Groups								
Sub-Total		140	374	382	260	81	1030	45
Totals	1156	514		642		1156		

Age	Number of Staff
16 to 20	1
21 to 25	37
26 to 30	109
31 to 35	119
36 to 40	134
41 to 45	165
46 to 50	195
51 to 55	171
56 to 60	151
61 to 65	73
66 or older	1
Total	1156

Ethnic Group	Number of Staff
Asian or Asian British - Bangladeshi	2
Asian or Asian British - Indian	9
Asian or Asian British - Pakistani	7
Black or Black British - African	87
Black or Black British - Caribbean	69
Chinese	23
Mixed - White and Asian	3
Mixed - White and Black African	10
Mixed - White and Black Caribbean	5
Other Asian Background	19
Other Black Background	21
Other Ethnic Background	5
Other Mixed Background	4
Other White Background	36
White - British	801
White - Irish	34
Not Known or Refused	21
Total	1156

Key to Mandatory/Management Essential courses is available at www.mmu.ac.uk/humanresources/devandtrain

Number of staff attending Management Essential Courses

Staff Category		Male PT	Male FT	Female PT	Female FT	Declared Disabled	Not Known to be Disabled	Information Not Provided
290 Academic	78	1	35	11	31	6	72	
291 Academic Exec	67	1	34		32	5	61	1
292 Support Staff	420	1	180	13	226	32	382	6
293 Support Staff Exec	25		7		18	1	24	
294 HPL								
295 Research	2				2		2	
298 Manual	40		25	1	14	2	37	1
299 External Groups	1				1		1	
Sub-Total		3	281	25	324	46	579	8
Totals	633	284		349		633		

Age	Number of Staff
16 to 20	
21 to 25	4
26 to 30	47
31 to 35	58
36 to 40	88
41 to 45	103
46 to 50	114
51 to 55	113
56 to 60	86
61 to 65	20
66 or older	
Total	633

Ethnic Group	Number of Staff
Asian or Asian British - Bangladeshi	
Asian or Asian British - Indian	8
Asian or Asian British - Pakistani	
Black or Black British - African	
Black or Black British - Caribbean	5
Chinese	1
Mixed - White and Asian	
Mixed - White and Black African	2
Mixed - White and Black Caribbean	
Other Asian Background	7
Other Ethnic Background	4
Other Mixed Background	2
Other White Background	19
White - British	546
White - Irish	31
Not Known or Refused	8
Total	633

Number of staff attending Personal Development Courses

Staff Category		Male PT	Male FT	Female PT	Female FT	Declared Disabled	Not Known to be Disabled	Information Not Provided
290 Academic	153	5	64	19	65	11	135	7
291 Academic Exec	27		12		15	4	23	
292 Support Staff	709	15	242	84	368	49	648	12
293 Support Staff Exec	27		10		17	4	23	
294 HPL	8	1	1	2	4	1	5	2
295 Research	6		4		2		6	
298 Manual	228	15	66	100	47	11	213	4
299 External Groups	5		2		3		5	
Sub-Total		36	401	205	521	80	1058	25
Totals	1163	437		726		1163		

Age	Number of Staff
16 to 20	3
21 to 25	35
26 to 30	122
31 to 35	97
36 to 40	138
41 to 45	182
46 to 50	179
51 to 55	161
56 to 60	186
61 to 65	59
66 or older	1
Total	1163

Ethnic Group	Number of Staff
Asian or Asian British - Bangladeshi	3
Asian or Asian British - Indian	19
Asian or Asian British - Pakistani	10
Black or Black British - African	8
Black or Black British - Caribbean	18
Chinese	9
Mixed - White and Asian	1
Mixed - White and Black African	5
Mixed - White and Black Caribbean	2
Other Asian Background	10
Other Black Background	1
Other Ethnic Background	6
Other Mixed Background	4
Other White Background	42
White - British	994
White - Irish	18
Not Known or Refused	13
Total	1163

Number of staff having undertaken Institute of Leadership and Management Courses

Staff Category	Male PT	Male FT	Female PT	Female FT	Declared Disabled	Not Known to be Disabled	Information Not Provided
290 Academic		3	2	7		12	
291 Academic Exec							
292 Support Staff		14	1	23	3	35	
293 Support Staff Exec							
294 HPL			1			1	
295 Research		1				1	
298 Manual		4	1	3		8	
299 External Groups							
Sub-Total		22	5	33	3	57	
Totals	60	22	38			60	

Age	Number of Staff
16 to 20	
21 to 25	
26 to 30	7
31 to 35	6
36 to 40	6
41 to 45	14
46 to 50	16
51 to 55	10
56 to 60	1
61 to 65	
66 or older	
Total	60

Ethnic Group	Number of Staff
Asian or Asian British - Bangladeshi	1
Asian or Asian British - Indian	2
Asian or Asian British - Pakistani	
Black or Black British - African	
Black or Black British - Caribbean	
Chinese	2
Mixed - White and Asian	
Mixed - White and Black African	
Mixed - White and Black Caribbean	
Other Asian Background	
Other Black Background	
Other Ethnic Background	
Other Mixed Background	
Other White Background	5
White - British	49
White - Irish	
Not Known or Refused	1
Total	60

Course Evaluation Summary

Course Title: All Courses

Date: 1st September 2008 to 31st August 2009

		Poor	Fair	Good	Excellent	Total		
Event administration/joining instructions	%	9 1%	86 9%	467 50%	367 40%	929		
Trainer/facilitator - presentation skills	%	0 0%	19 2%	255 27%	657 71%	931		
Content - design & topics	%	0 0%	57 6%	424 46%	440 48%	921		
Exercises & Activities	%	2 0%	62 7%	413 45%	443 48%	920		
Your own contribution/participation	%	2 0%	194 21%	567 61%	165 18%	928		
Would you recommend course to others?		Yes	No	Not Said		Total		
	%	703 76%	8 1%	214 23%		925		
Knowledge Perception of Group as a Whole		0%	20%	40%	60%	80%	100%	Total Points
A) Before Course – Points Score	49	239 4780	297 11880	240 14400	77 6160	14 1400	38620	
B) After Course – Points Score	0	0 0	19 760	135 8100	604 48320	162 16200	73380	
Points Difference (B-A) (Red is negative benefit)						% Increase	34,760 90%	

Course Title: Personal Development Overall

Date: 1st September 2008 to 31st August 2009

		Poor	Fair	Good	Excellent	Total		
Event administration/joining instructions	%	0 0%	10 6%	71 43%	83 51%	164		
Trainer/facilitator - presentation skills	%	0 0%	4 2%	28 17%	132 80%	164		
Content - design & topics	%	0 0%	4 2%	65 40%	95 58%	164		
Exercises & Activities	%	0 0%	8 5%	71 43%	85 52%	164		
Your own contribution/participation	%	0 0%	25 15%	99 60%	40 24%	164		
Would you recommend course to others?		Yes	No	Not Said		Total		
	%	128 78%	1 1%	35 21%		164		
Knowledge Perception of Group as a Whole		0%	20%	40%	60%	80%	100%	Total Points
A) Before Course – Points Score	8	35 700	61 2440	41 2460	16 1280	2 200	7080	
B) After Course – Points Score	0	0 0	4 160	19 1140	105 8400	35 3500	13200	
Points Difference (B-A) (Red is negative benefit)						% Increase	6,120 86%	

Course Title: Management Essentials

Date: 1st September 2008 to 31st August 2009

		Poor	Fair	Good	Excellent	Total		
Event administration/joining instructions	%	7 2%	31 8%	179 49%	149 41%	366		
Trainer/facilitator - presentation skills	%	0 0%	3 1%	87 24%	276 75%	366		
Content - design & topics	%	0 0%	13 4%	166 45%	187 51%	366		
Exercises & Activities	%	0 0%	14 4%	154 42%	198 54%	366		
Your own contribution/participation	%	1 0%	67 18%	238 65%	60 16%	366		
Would you recommend course to others?		Yes	No	Not Said		Total		
	%	273 75%	1 0%	91 25%		365		
Knowledge Perception of Group as a Whole		0%	20%	40%	60%	80%	100%	Total Points
A) Before Course – Points Score	21	106 2120	103 4120	89 5340	39 3120	6 600	15300	
B) After Course – Points Score	0	0 0	2 80	45 2700	243 19440	75 7500	29720	
Points Difference (B-A) (Red is negative benefit)						% Increase	14,420 94%	

Course Title: All Staff Inductions

Date: 1st September 2008 to 31st August 2009

		Poor	Fair	Good	Excellent	Total		
Event administration/joining instructions	%	1 1%	9 8%	64 55%	42 36%	116		
Trainer/facilitator - presentation skills	%	0 0%	3 3%	47 40%	67 57%	117		
Content - design & topics	%	0 0%	20 19%	53 50%	34 32%	107		
Exercises & Activities	%	1 1%	25 23%	51 47%	31 29%	108		
Your own contribution/participation	%	0 0%	37 32%	64 55%	15 13%	116		
Would you recommend course to others?		Yes	No	Not Said		Total		
	%	96 85%	4 4%	13 12%		113		
Knowledge Perception of Group as a Whole		0%	20%	40%	60%	80%	100%	Total Points
A) Before Course – Points Score	2	35 700	43 1720	29 1740	5 400	0 0	4560	
B) After Course – Points Score	0	0 0	10 400	21 1260	76 6080	6 600	8340	
Points Difference (B-A) (Red is negative benefit)						% Increase	3,780 83%	

Course Evaluation Summary

Course Title: ILM Courses Overall

Date: 1st September 2008 to 31 August 2009

		Poor	Fair	Good	Excellent	Total		
Event administration/joining instructions	%	0 0%	3 5%	25 45%	28 50%	56		
Trainer/facilitator - presentation skills	%	0 0%	0 0%	8 14%	48 86%	56		
Content - design & topics	%	0 0%	3 5%	18 32%	35 63%	56		
Exercises & Activities	%	0 0%	1 2%	18 32%	37 66%	56		
Your own contribution/participation	%	0 0%	12 21%	34 61%	10 18%	56		
Would you recommend course to others?		Yes	No	Not Said		Total		
	%	41 73%	0 0%	15 27%		56		
Knowledge Perception of Group as a Whole		0%	20%	40%	60%	80%	100%	Total Points
A) Before Course – Points Score	3	19 380	20 800	13 780	1 80	0 0	2040	
B) After Course – Points Score	0	0 0	0 0	15 900	34 2720	7 700	4320	
Points Difference (B-A) (Red is negative benefit)						% Increase	2,280 112%	

Course Title: Contribution Zone Training Chairs & Members

Overall

Date: 1st September 2008 to 31st August 2009

		Poor	Fair	Good	Excellent	Total		
Event administration/joining instructions	%	1 2%	5 11%	34 74%	6 13%	46		
Trainer/facilitator - presentation skills	%	0 0%	1 2%	28 61%	17 37%	46		
Content - design & topics	%	0 0%	6 13%	29 63%	11 24%	46		
Exercises & Activities	%	0 0%	6 13%	28 61%	12 26%	46		
Your own contribution/participation	%	0 0%	14 30%	28 61%	4 9%	46		
Would you recommend course to others?		Yes	No	Not Said		Total		
	%	35 76%	0 0%	11 24%		46		
Knowledge Perception of Group as a Whole		0%	20%	40%	60%	80%	100%	Total Points
A) Before Course – Points Score	6	12 240	19 760	7 420	2 160	0 0	1580	
B) After Course – Points Score	0	0 0	0 0	11 660	29 2320	6 600	3580	
Points Difference (B-A) (Red is negative benefit)						% Increase	2,000 127%	



Manchester
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This report is available online at

www.mmu.ac.uk/humanresources/devandtrain

You can give us feedback on the report by sending an email to h.vaughan@mmu.ac.uk. We welcome and look forward to reading your comments.

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