

Staff Development

Introduction

SPH is strongly committed to creating a supportive environment where all members of our community feel encouraged to pursue opportunities for professional and personal development. Our goal for staff development is to make great institutions and to make the employees who serve them even greater.

Our programs and initiatives were conceived after obtaining considerable feedback from members of our community through conversation and the staff and faculty survey, as well as feedback garnered through the performance evaluation process. Our priorities were informed by your input, together with our study of best practices in staff development in higher education and related fields.

The topics covered in this section include

1. Staff development programs (SPH)
2. Professional development
3. Networking
4. Succession planning



Staff Development

1. Staff development programs

Our goal is to provide a rich array of development opportunities that appeal to a broad and diverse audience, one that is composed for professionals at different career stages, and the specific needs of SPH. We aspire to provide a supportive institutional climate that encourages lifelong learning, while remaining mindful of the fact that professional development is ultimately driven by the desire of our students, staff, and alumni to progress.



Innovative Management Workshop

The Innovative Management Workshop is a six-part series planned specifically to meet the needs of SPH managers. The program requires participants to participate in a series of interactive, case study-based workshops. Topics covered include: Strengthening Your Management Style; Emotional Intelligence; Developing a High Performing Team; Science of Influence; Guiding Positive Change; Reinventing Your Personal Brand

Skills-based training

Individual skills-based trainings are open to all staff at SPH, and announced regularly. Skills-based offerings will be evaluated on an annual basis and may change depending on our employees' needs, and new and emerging technology trends.

Career development scholarships

Our career development scholarship program is intended to provide our staff with funding for courses or other training experiences that are not readily available at SPH or Boston University. Scholarships will vary in remuneration depending on the cost and require a formal application on the part of the employee.

Apprenticeship program

The apprenticeship program is a mentoring program for junior mid-career professionals. As part of this program, experienced professionals from SPH and BU community will act as mentors to our developing professionals. This program will be launching in Fall 2018.

Affinity groups

Affinity groups are composed of people linked by a common interest or purpose. In higher education administration, affinity groups are most often composed of people doing similar work, and are animated by the goal of creating a support system and method for exchanging ideas, thoughts, worries, solutions, and best practices to achieve success. Affinity groups should be self-identified by their respective members, as should their topics. These topics may be informed by specific areas of interest, items for discussion, or issues in need of advocacy.

TIP - Developing your skills should be a priority throughout your career. Create a plan and monitor your progress by setting short-term and long-term goals. During your performance review, highlight the new skills you've developed.

Helpful Links

[Staff Development](#)
[Innovative Management Workshop](#)
[Skills-Based Training](#)
[Career Development Scholarships](#)
[Apprenticeship Program](#)
[Affinity Groups](#)



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2. Professional development

Professional development is personal and professional growth that allows employees to keep up to date on trends, skills, technologies and other changes within his or her field. Professional development is continuous learning to earn and maintain professional credentials which can include formal coursework, attending conferences, and by participating in professional organizations. The importance of continuing to develop professionally ensures employees grow and stay relevant in their chosen career.

Examples of activities that contribute to professional growth and development

1. Enrollment in workshops, seminars or conferences
2. Pursue certifications, or other credentials through training and educational programs
3. Participate in professional organizations
4. Maintain awareness of changing trends and new developments relevant in your field
5. Deepen your knowledge and improve existing skills
6. Learn and develop new skills that will enhance your career
7. Take on new challenges within current position

There are many approaches for professional development that aim to improve and increase your knowledge, capabilities and skills. We encourage you to explore these options individually and with your supervisor.

TIP - You are responsible for your own development, and how you chose to do so depends on your personal career goals and preferred style of learning.

Helpful Links

Learning@BU

[Terrier eDevelopment](#)

[APHA Professional Development](#)

[EdX](#)

Lynda.com



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3. Networking

Networking is all about relationship building and information sharing. Networking is one of the most essential career development tools that is often underestimated and overlooked. It involves developing and maintaining connections with individuals in your field of interest. A well-developed network provides you with a support system of professionals who can offer meaningful assistance as it relates to your career, industry, area of expertise, as well as introductions to other professional connections.

The best way to build a strong network is by offering to be a resource to others. Everyone has defining characteristics, his or her own unique set of attributes, strengths and passions that drive them in the workplace. Grow and build your personal brand by knowing what you have to offer those you are looking to network with. Be authentic, visible and position yourself as an expert by participating in discussions and answering questions in professional organizations or online networking resources such as LinkedIn.



TIP - It is important to maintain a professional appearance throughout your online profile pages when using social networking sites for career purposes.

Helpful Links

[LinkedIn](#)

[BUSPH Facebook](#)

[BUSPH Twitter](#)

[Meetup](#)

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4. Succession planning

A succession plan is an element of good talent management and planning. Succession planning acknowledges that there will be inevitable changes among staff, including leadership, and provides a strategy for identifying and developing high potential employees to address these changes. Most succession plans focus on employees at the management level; however, all key positions should be included in the plan. Key positions can be defined as those paramount to the success and operation of a team or Department, because of specialized knowledge, expertise or has a significant impact on the ability to conduct daily operations.

It is important to assess your team's current and future needs based on your strategic plan, goals, objectives, and priority programs or projects. Match these to the capabilities of existing staff members, and develop a plan to manage the gaps that will arise when individuals in key positions leave or are promoted.

Succession planning is important because it

1. Ensures you are prepared with a plan to support continuous sustainability and minimize the impact on day to day operations when key employees leave
2. Shows a commitment to development opportunities and career paths for staff that will enhance our ability to recruit and retain top-performing talent
3. Sends a message to employees that their knowledge and expertise is valued



TIP - The absence of a succession plan can undermine your Department's effectiveness and sustainability. Without this process, there may not be a way to maintain work once the currently responsible individual leaves.

Helpful Links

[BU Human Resources](#)