1. Introduction

Organisational and Professional Development (OPD) is the University of Dundee’s centralised training unit for staff and postgraduate researchers (PGRs) www.dundee.ac.uk/opd. The annual OPD workshop programme of events offers a comprehensive set of training opportunities in a variety of formats, designed to actively support the professional development of individuals, teams and the organisation. In addition, the OPD team support strategically planned change projects taking place in Schools and Directorates with bespoke workshops being arranged with teams and individuals as required. The aim of this report is to summarise the OPD attendance and engagement patterns for staff and PGRs in 2016/17 (1 August 2016 - 31 July 2017) and highlight key activities of note.

This report provides information on workshops and events organised through OPD, but it is acknowledged that development activities for staff and PGRs also take place through other areas within the University such as Student Services, UOD-IT, Revealing Research and at School level.

The programme of workshops is planned taking cognisance of University strategic plans and key priorities of Schools and Professional Services. The programme is also informed by requests and feedback from individuals, teams and line managers. The Researcher Development programme has additional drivers such as Research Staff Associations, Vitae, and Research Concordats, with training planned as appropriate.

2. Professional Development Programme

2.1 Overview of workshop places and bookings for 2016/17 and historic comparison

<table>
<thead>
<tr>
<th>Year</th>
<th>Workshops</th>
<th>Places available</th>
<th>Places attended</th>
<th>Places cancelled</th>
<th>Non-attendance</th>
<th>Waiting list</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016/17</td>
<td>264(^a)</td>
<td>3441</td>
<td>2709(^b)</td>
<td>681(^c)</td>
<td>619(^d)</td>
<td>246</td>
</tr>
<tr>
<td>2015/16</td>
<td>258</td>
<td>3335</td>
<td>2663</td>
<td>747</td>
<td>477</td>
<td>155</td>
</tr>
<tr>
<td>2014/15</td>
<td>236</td>
<td>3310</td>
<td>2346</td>
<td>652</td>
<td>531</td>
<td>574</td>
</tr>
</tbody>
</table>

Table 1: Overview of workshops, places available, attended, cancelled, non-attended and waiting list for 2016/17 for internal staff and PGRs and comparison with 2015/16 and 2014/15 data

\(^a\) Breakdown of the 264 workshops in the 2016/17 workshop programme:
- 196 distinct topics, with key sessions running multiple times
- 151 workshops for staff only, 68 for PGRs only and 45 for staff and PGRs
- An additional 29 workshops were cancelled - 4 due to internal staff becoming unavailable to facilitate scheduled workshops and 25 due to low bookings e.g. Basic Word Functions and Managing Health and Safety

\(^b\) Breakdown of the 2709 places attended by staff and PGRs in the 2016/17 workshop programme:
- There were 1703 places attended by staff (comprised of Academic (242), Academic related (506), clerical (490), manual (4), technical (101), Other Related (2), Research (358)
- There were 1006 places attended by PGRs
• Appendix I has a full break down of places attended by School and Professional Services
• (An additional 60 places were taken by non-core users e.g. Tutors, Temporary, Secondment staff)

c Breakdown of Cancellations in the 2016/17 workshop programme:
• Of the 681 (89 cancelled, 592 withdrawn) places that were cancelled, only 89 were late cancellations (made less than three days prior to the workshop and difficult to fill at short notice)

d Breakdown of attendance/non-attendance in the 2016/17 workshop programme:
• Of the 619 non-attended places (18.6% non-attendance), 296 were staff and 323 were PGRs. 159 had valid/acceptable reasons for non-attendance i.e. off work due to illness, but were still recorded as not attending on the day

2.2 Engagement levels of staff and PGRs with the OPD workshop programme
During 2016/17, 842 staff and 285 PGRs were engaged with the OPD workshop programme (attending > 1 workshop). Appendix II has a breakdown of individual engagement levels by School and Professional Services.

Of the 842 staff that attended, the number of female attendees was 583 (32.1% of eligible population) and male attendees was 259 (18.8% of eligible population).

<table>
<thead>
<tr>
<th>Staff/ PGR type</th>
<th>Art &amp; Design</th>
<th>Dentistry</th>
<th>Education &amp; Social Work</th>
<th>Humanities</th>
<th>Life Sciences</th>
<th>Medicine</th>
<th>Nursing &amp; Health Sciences</th>
<th>Science &amp; Engineering</th>
<th>Social Sciences</th>
<th>Professional services</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>23.4</td>
<td>37.9</td>
<td>29.9</td>
<td>19.4</td>
<td>25.6</td>
<td>25.6</td>
<td>34.0</td>
<td>28.6</td>
<td>22.3</td>
<td>29.6</td>
<td>26.3</td>
</tr>
<tr>
<td>PGR</td>
<td>55.2</td>
<td>69</td>
<td>32</td>
<td>26.7</td>
<td>46.6</td>
<td>39.5</td>
<td>52.9</td>
<td>37.0</td>
<td>43.0</td>
<td>NA</td>
<td>42.4</td>
</tr>
</tbody>
</table>

Table 2: Engagement levels (%) of individual members of internal staff and PGRs with the OPD workshop programme. Percentage engagement based on the eligible population from a data import of internal staff/PGRs as of 31/07/17.

2.3 Summary of workshop feedback from OPD workshop programme
Post-session feedback for the 2016/17 academic year was collected via online questionnaire. From October 2016 - January 2017, feedback was collected via the OPD online booking system (SDMS) and from February - June 2018, via Bristol Online Surveys. The decision to streamline and automate feedback has meant that OPD now have the opportunity to alter the questions we ask with minimal disruption and at no additional cost.

Rating questions were requested given in the range 1-5 (poor - excellent) and the mid-year change ensured that marker questions and numerical record (rounding up and down from the mid-point) remained aligned to the previous version. Informal feedback was also gathered via email and in person from staff, PGRs and workshop facilitators.

Summary of workshop feedback ratings:
• Marker Question 1: To what extent did the workshop meet your training requirements in this area? (1 = not at all, 5 = completely) Average rating = 4.1
• Marker Question 2: Average Facilitator rating (1 = poor, 5 = excellent) Average rating = 4.7
The outstanding verbatim commentary given in the question “Can you suggest any other workshops that you would like to see offered on the programme after attending this workshop” suggested an organisational training need for topics surrounding: challenging conversations; difficult conversations; managing upwards; wellness and resilience.

For the 2017/18 academic year, OPD have secured new workshops and facilitators to address the areas of challenging and difficult conversations with nomination only and open-to-all workshops. Furthermore, a Wellbeing and Resilience Focus On spread is included in the OPD 2017/18 programme brochure to highlight the workshops we host centring on those needs.

2.4 Highlights/New for 2016/17

**Progressive management provision:** This year OPD continued to build on the work of the programmes for Senior Leaders and Developing Leaders by expanding the progressive series of management and leadership workshops for managers across the organisation. A new Moving into Management workshop and a new Essential Manager workshop series, to supplement and augment the existing management and OD provision, were piloted with excellent feedback and demand.

**Taster/shorter duration workshops:** 2016/17 saw a substantial increase in the addition of taster/shorter duration workshops (60 – 90 minutes) to this year’s programme, all facilitated by internal staff. These topics ranged from Introduction to the University Strategy; Organisational Structure and Governance; to Introduction to the planning Process.

**Unconscious Bias:** OPD widened access for all staff to attend Unconscious Bias training, offering two facilitated 90 minute Unconscious Bias seminars in January 2017, with 62 members of staff taking up this development opportunity.

**How to Delegate Effectively:** Following feedback in 2015/16, OPD identified an organisational training need for managers in the area of delegation. OPD developed a new workshop How to Delegate Effectively to address this training need, with twelve managers benefiting from this new development opportunity.

3. Researcher Development

Researcher Development is integrated into the HR & OD strategy with training and development opportunities for early career and postgraduate researchers provided centrally by OPD. Approximately 50% of the events on the OPD programme are targeted to research staff and postgraduate researchers with high profile events such as the Cross-Institutional Teaching Research and Academic Mentoring, and Scottish Crucible organised specifically to enhance researcher development.

3.1 Researcher Development highlights

**HR Excellence in Research:** The University is due for an internal review of this award on 22 September 2017. This review involved updating the 2015-17 Action Plan and creating a new Action Plan for 2017-19. This process was overseen by the Career Development for Research Staff (CDRS) Steering Group, which meets 4 times per year and is chaired by the Vice-Principal (Research).
**Review of the Concordat to Support the Career Development of Researchers:** This agreement between funders and employers of research staff is currently under its ten-year review. It is anticipated that there may be an open consultation in October/November 2017 to request input in areas such as:

- The impact of the Concordat on institutional cultures for researcher support – to identify best practice and understand the extent of the impact across the UK
- Information about the management and implementation of the Concordat that we do not currently hold
- Opinions on the future role of the Concordat.

**Research Integrity Resource:** OPD continue to manage this compulsory training for new PGRs (as of 01 August 2016) and are working directly with Schools and Registry to ensure it becomes embedded as part of the upgrade review process. Monthly reports are provided by OPD to each School to ensure and validate compliance. In 2016/17, a total of 111 postgraduate researchers successfully completed the online training, which equates to 6 hours of transferable skills training on their training record.

**Early Career Academic Mentoring Scheme:** This successful staff scheme has now been running for over a decade and a decision was made to expand the remit of the scheme and to reflect this in the new scheme title of – Teaching, Research and Academic Mentoring. Abertay University and Glasgow School of Arts are now members of this cross-institutional mentoring scheme.

**Workshops for International Postgraduate researchers:** Working with colleagues from English for International Students (EIS), a new suite of workshops targeted at international postgraduate researchers was launched and proved so popular that the workshop series ran again in semester 2 to meet the significant demand.

**Have Your Say:** In response to feedback from the Staff Survey and Careers in Research Online Surveys (CROS), OPD hosted an event where Research Staff could ‘Have Their Say’ on various issues and to pro-actively engage in their personal, professional and career development activity. The event was well attended with several action points being identified and a paper will be submitted to the next Career Development for Research Staff (CDRS) Steering Group meeting.

**Maximising the Impact of Your Research:** Earlier this year, OPD piloted a well-attended workshop on the topic of research impact with the support of internal staff. This workshop considered academic and non-scholarly impact, maximising and evidencing impact (REF, wider impact) and the impact arising from interdisciplinary research.

**Introductory Tableau Demonstration Workshop - The Beautiful Science of Data Visualisation:** This new OPD provision was offered to participants as both a short seminar (46 attendees) and an interactive workshop (15 participants) and will become embedded into the 2017/18 programme.

**Supporting the University's agenda for enterprise:** OPD continue to support a culture of enterprise amongst our staff and researcher population by contributing to the Venture Competition via part-
funding in 2 award categories. Both finalists have progressed to the prestigious national Converge Challenge event to take place 28 September 2017.

**Pilots for Researchers:** Following successful pilots in 2016/17, several new workshops will form part of the 2017/18 programme. These include: Creativity for Researchers ● Survival Analysis Using R ● Maximising the Impact of Your Research ● Know Yourself (And Others)

4. Organisational Development (OD)
4.1 Overview of OD events and places attended for 2016/17 and historic comparison
2016/17 saw another significant increase in the involvement of OPD in Organisational Development (OD) provision for the university.

The types of OD requests received by OPD range from team building workshops, one to one coaching support, supporting areas undergoing change, and a request for a Storytelling workshop.

<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
<th>Distinct topics</th>
<th>Places attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016/17</td>
<td>63</td>
<td>35</td>
<td>667</td>
</tr>
<tr>
<td>2015/16</td>
<td>37</td>
<td>25</td>
<td>360</td>
</tr>
</tbody>
</table>

Table 3: Overview of OD events/workshops and places attended for 2016/17 for internal staff and PGRs and comparison with 2015/16 data (this includes mentoring and research integrity training provision)

4.2 Organisational Development (OD) highlights

**Developing Leaders Programme (DLP):** Delegates from established academic and professional roles took part in the fourth cohort of DLP in 2016/17, comprising a programme of workshops, Leadership Dialogue/Insights sessions; self-evaluation team profiling, 360 degree feedback techniques, Action Learning Groups facilitated by OPD and matching with a mentor.

The impact of this programme is visible in the formal and informal networks that have been created, and a ‘pool’ of staff spread across all parts of the organisation with the tools and personal confidence to carry out leadership roles and act as change agents to help implement strategy and ensure staff around them understand the vision and transformation agenda.

**Aurora:** Nine members of staff attended the 2016/17 Leadership Foundation Aurora leadership development programme for women. Internal support for this programme comprised an internal Aurora Networking session for new Aurora delegates; continuation of a University of Dundee Aurora Alumni with 23 alumni; a new Planning the Next Stages of My Personal and Career Development and an Aurora Revisited Alumni session discussing the delegates journey’s post-Aurora enabling self-reflection and networking, facilitated by Associate Director Scotland Leadership Foundation, followed by a networking lunch.

**Coaching interventions:** In addition to the OD events/workshops summarised above, OPD supported managers with coaching support in liaison with HR.
Supporting organisational change: OPD continued to provide support, in partnership with HR colleagues, to individuals and teams going through change, providing bespoke support for specific teams undergoing change, in addition to a variety of change workshops available to staff via the workshop programme.

Team development: OPD supported teams from different areas across the university with the provision of bespoke workshops as requested e.g. Equality and Diversity, Minute Taking and Interview Skills.

Supporting Business Transformation: OPD worked closely with Business Transformation to develop a bespoke one day workshop for Change Champions covering best practice in change management and providing Change Champions with tools and techniques they can use in their role as Champions.

Train the Trainer: A new two day Train the Trainer workshop was commissioned following an identified training need for the growing bank of internal staff who facilitate on the OPD programme. This workshop ran twice, with 16 members of staff across the professional services directorate being trained. This new development opportunity was available for existing OPD facilitators, in addition to new facilitators, providing opportunities for staff wishing to develop their facilitation skills enabling them to be part of the OPD programme in future years.

Research Ethics: OPD supported a workshop for members of School Research Ethics Committees which combined sessions on internal procedures for ethical review/approval and the use of human tissue delivered by internal staff with sessions covering the key principles of ethical review and group case studies of summarised research ethics applications delivered by an external expert.

Storytelling to Lead, Connect and Persuade: Following an identified development need, OPD sourced a new workshop and facilitator. This new workshop ran in June as a pilot for the area which requested it, with OPD in attendance to observe. The feedback was excellent and this workshop will be part of the 2017/18 workshop programme and will be available to all staff.

HE Scotland Today: This new programme was developed jointly by the OD teams at University of Dundee and University of Stirling for the Scottish HE sector. OPD sponsored 6 places on this programme.

Development of a new OD request form: OPD have developed a new OD request form for completion by staff requesting OD support to aid the unit to deal with, and prioritise, the increasing requests for bespoke support. This form requires approval from the Dean/Director and HR and ensures alignment of OD support with organisational strategy and business need. Since its inception, this form has been highly successful e.g. a request from a Directorate for a storytelling workshop to help some of their staff present more engaging presentations (see Storytelling to Lead, Connect and Persuade directly below).

Overall, OPD have had another successful year with an overall engagement level of 26% for staff and 42% for PGRs on the workshop programme and 352 members of staff/PGRs involved in OD/mentoring and research integrity training. We continue to amend and tailor the workshop programme to reflect changing organisational strategy, business requirement and situational need.
5. 2017/18 provision
The OPD programme for 2017/18 launched on 11 September 2017 (www.dundee.ac.uk/opd) with the first workshop scheduled for 3 October 2017. The workshop programme, along with bespoke training events, has been developed to reflect the University’s current requirements for training and development as identified through:

- The University’s strategy
- The School and Directorate’s operational plans
- Business Transformation
- A review of the findings of the Staff Survey cross referenced with the results of the Careers in Research Online Survey (CROS)
- Requirements identified at an individual and local level
- The Concordat to Support the Career Development of Researchers, the HR Excellence in Research Award, Research Councils UK and Vitae
- Local and national surveys in the area of career and professional development
Appendix I: Breakdown of places attendance by School/Professional Services

<table>
<thead>
<tr>
<th>Staff/PGR type</th>
<th>Art &amp; Design</th>
<th>Dentistry</th>
<th>Education &amp; Social Work</th>
<th>Humanities</th>
<th>Life Sciences</th>
<th>Medicine</th>
<th>Nursing &amp; Health Sciences</th>
<th>Science &amp; Engineering</th>
<th>Social Sciences</th>
<th>Professional Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td>23</td>
<td>20</td>
<td>24</td>
<td>16</td>
<td>19</td>
<td>32</td>
<td>25</td>
<td>43</td>
<td>39</td>
<td>1</td>
<td>242</td>
</tr>
<tr>
<td>Academic Related</td>
<td>8</td>
<td>3</td>
<td>6</td>
<td>1</td>
<td>25</td>
<td>41</td>
<td>5</td>
<td>13</td>
<td>5</td>
<td>399</td>
<td>506</td>
</tr>
<tr>
<td>Clerical</td>
<td>13</td>
<td>45</td>
<td>20</td>
<td>3</td>
<td>17</td>
<td>103</td>
<td>25</td>
<td>14</td>
<td>8</td>
<td>242</td>
<td>490</td>
</tr>
<tr>
<td>Manual</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Technical</td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>38</td>
<td>23</td>
<td>0</td>
<td>5</td>
<td>1</td>
<td>27</td>
<td>101</td>
</tr>
<tr>
<td>Other Related</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Research</td>
<td>4</td>
<td>43</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>170</td>
<td>107</td>
<td>5</td>
<td>25</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Staff - total</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1703</td>
</tr>
<tr>
<td>PGRs</td>
<td>63</td>
<td>82</td>
<td>41</td>
<td>28</td>
<td>224</td>
<td>136</td>
<td>35</td>
<td>139</td>
<td>258</td>
<td>0</td>
<td>1006</td>
</tr>
<tr>
<td>Total</td>
<td>118</td>
<td>193</td>
<td>91</td>
<td>48</td>
<td>494</td>
<td>442</td>
<td>96</td>
<td>239</td>
<td>315</td>
<td>673</td>
<td>2709</td>
</tr>
</tbody>
</table>

The final total of 2709 places attended for the 264 workshops is composed of 1703 bookings made by internal staff and 1006 bookings made by PGRs.
Appendix II: Breakdown of individual engagement levels of staff/PGRs for the main OPD workshop programme by School/Professional Services

<table>
<thead>
<tr>
<th>Staff/PGR Type</th>
<th>Art &amp; Design</th>
<th>Dentistry</th>
<th>Education &amp; Social Work</th>
<th>Humanities</th>
<th>Life Sciences</th>
<th>Medicine</th>
<th>Nursing &amp; Health Sciences</th>
<th>Science &amp; Engineering</th>
<th>Social Sciences</th>
<th>Professional Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td>14 (69)</td>
<td>12 (42)</td>
<td>18 (65)</td>
<td>10 (50)</td>
<td>10 (68)</td>
<td>21 (130)</td>
<td>14 (56)</td>
<td>26 (99)</td>
<td>28 (130)</td>
<td>1 (5)</td>
<td>154 (714)</td>
</tr>
<tr>
<td>Academic Related</td>
<td>4 (16)</td>
<td>2 (6)</td>
<td>2 (15)</td>
<td>1 (5)</td>
<td>9 (59)</td>
<td>23 (87)</td>
<td>3 (6)</td>
<td>4 (11)</td>
<td>5 (13)</td>
<td>170 (379)</td>
<td>222 (597)</td>
</tr>
<tr>
<td>Clerical</td>
<td>8 (17)</td>
<td>11 (21)</td>
<td>12 (25)</td>
<td>3 (16)</td>
<td>10 (34)</td>
<td>48 (124)</td>
<td>14 (28)</td>
<td>7 (18)</td>
<td>6 (27)</td>
<td>108 (310)</td>
<td>226 (620)</td>
</tr>
<tr>
<td>Manual</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0 (6)</td>
<td>0 (3)</td>
<td></td>
<td></td>
<td>0 (1)</td>
<td>4 (232)</td>
<td>4 (242)</td>
</tr>
<tr>
<td>Technical</td>
<td>5 (25)</td>
<td>0 (2)</td>
<td>0 (1)</td>
<td>22 (153)</td>
<td>10 (78)</td>
<td></td>
<td></td>
<td></td>
<td>5 (23)</td>
<td>15 (81)</td>
<td>58 (368)</td>
</tr>
<tr>
<td>Other Related</td>
<td>0 (2)</td>
<td>0 (2)</td>
<td></td>
<td>1 (2)</td>
<td>0 (2)</td>
<td>1 (4)</td>
<td></td>
<td></td>
<td>0 (1)</td>
<td>0 (1)</td>
<td>2 (14)</td>
</tr>
<tr>
<td>Research</td>
<td>2 (12)</td>
<td>11 (22)</td>
<td>0 (1)</td>
<td>98 (383)</td>
<td>48 (163)</td>
<td>3 (9)</td>
<td>12 (37)</td>
<td></td>
<td>2 (12)</td>
<td>176 (640)</td>
<td></td>
</tr>
<tr>
<td>Total staff</td>
<td>33 (141)</td>
<td>36 (95)</td>
<td>32 (107)</td>
<td>14 (72)</td>
<td>150 (705)</td>
<td>150 (587)</td>
<td>35 (103)</td>
<td>54 (189)</td>
<td>42 (188)</td>
<td>298 (1008)</td>
<td>842 (3195)</td>
</tr>
<tr>
<td>Total PGRs</td>
<td>16 (29)</td>
<td>20 (29)</td>
<td>16 (50)</td>
<td>12 (45)</td>
<td>69 (148)</td>
<td>42 (106)</td>
<td>9 (17)</td>
<td>40 (108)</td>
<td>61 (142)</td>
<td>285 (674)</td>
<td></td>
</tr>
</tbody>
</table>

During 2016/17, out of a possible total of 3195 core staff and 674 PGRs respectively, 842 internal staff and 285 PGRs. This is a total of 1127 individuals, engaged with the OPD workshop programme (attending > 1 workshop).