

GROUP 3 - POLYTECHNIC STAFF DEVELOPMENT SCHEMES

General considerations

41. The Working Group stressed that the staff development strategies and priorities of polytechnics should follow national education policies and objectives. In accepting this essential requirements, the Working Group considered that polytechnics had an important role to play in the formulation of policies and priorities and should work closely with the appropriate ministries and manpower development bodies.

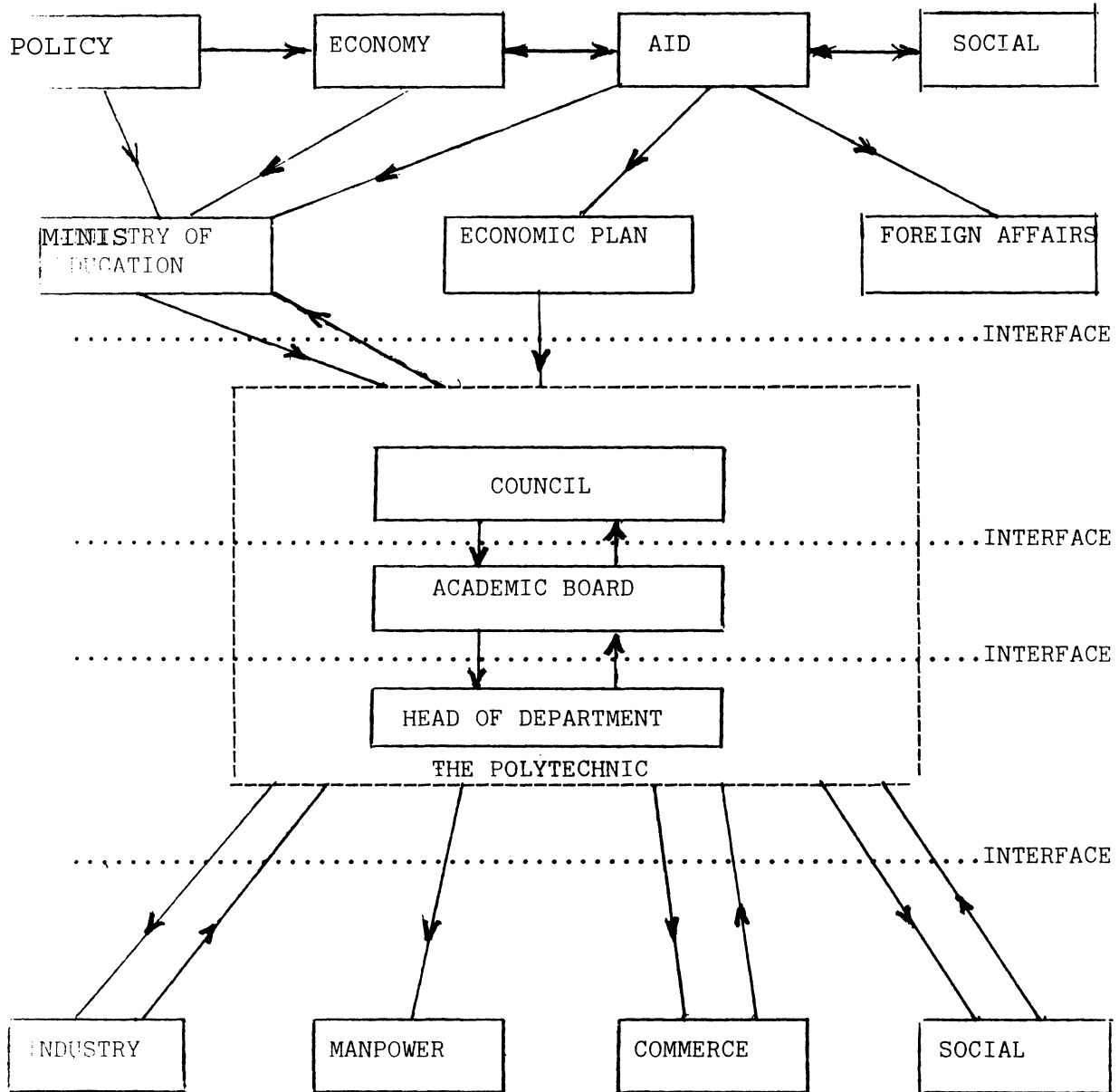
42. In order to make the best use of a polytechnic's special position as an institution serving local, regional and national needs, the Working Group suggested possible structures to facilitate the flow of information into the policy-making processes for national development. A model of one such structure was devised, showing the polytechnic as a focus of national policies and local needs. In this model, shown overleaf, the flow of information and feedback at each level was identified as:

- (a) At government level - primary inputs on political, economic and social policies.
- (b) At polytechnic level - guidance from appropriate ministries on government manpower and training policies.
- (c) At industry/commerce level - regular two-way flow of information between polytechnic and employers.

43. The Working Group identified several interfaces, within the model structure, at which polytechnic staff should recognise policies and priorities. Staff development schemes should take full account of the polytechnic's role as a focus of national policies and local needs - at the design, implementation and evaluative stages.

THE POLYTECHNIC AS A FOCUS
OF NATIONAL POLICIES AND LOCAL NEEDS

National Policies Input - Government Level



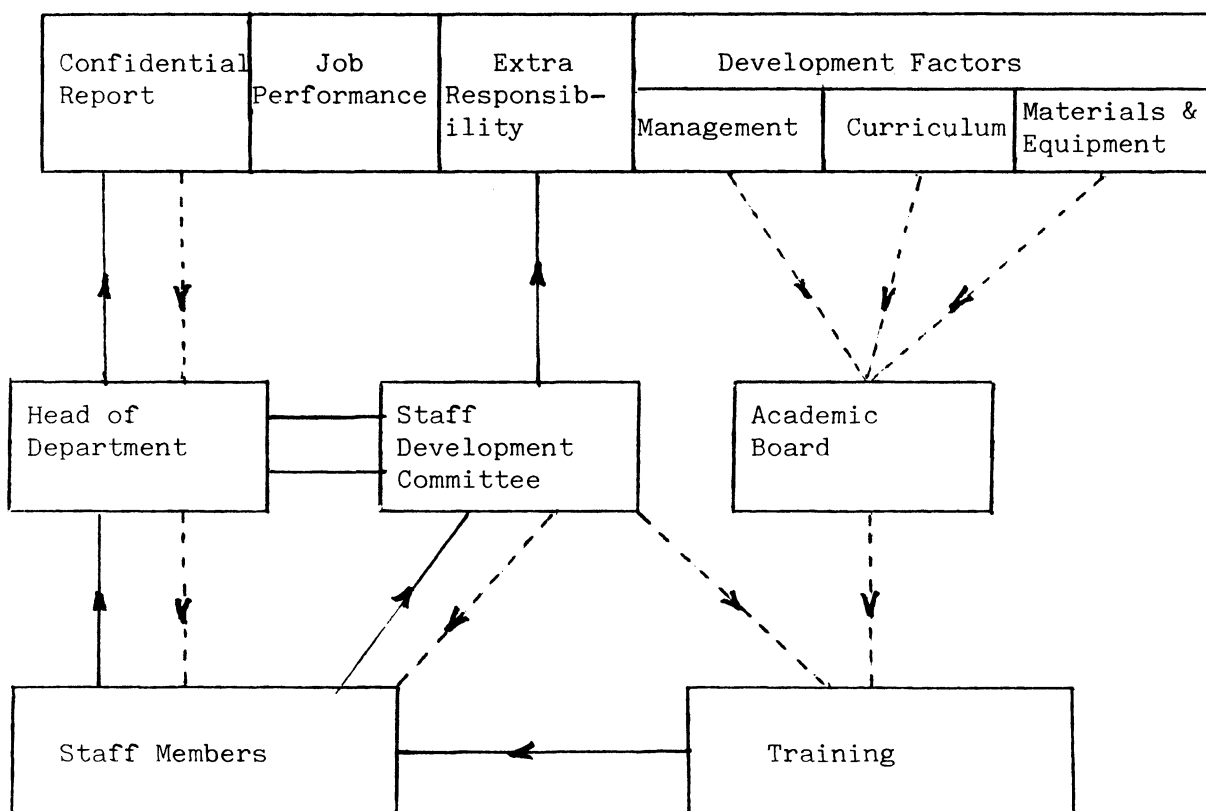
OUTPUT - LOCAL NEEDS

Identification of training priorities

44. The Working Group reviewed a selection of formal and informal methods to assess training needs. Formal methods included the use of annual confidential reports and regular reviews of qualifications and experience. Informal methods, such as frequent interchanges of staff views and suggestions, and good inter-personal relationships, were also useful.

45. A number of institutional mechanisms were examined, in order to identify practical systems to control staff development processes. The Working Group embodied the most effective elements of formal and informal methods in a model structure, designed to facilitate the identification of training priorities.

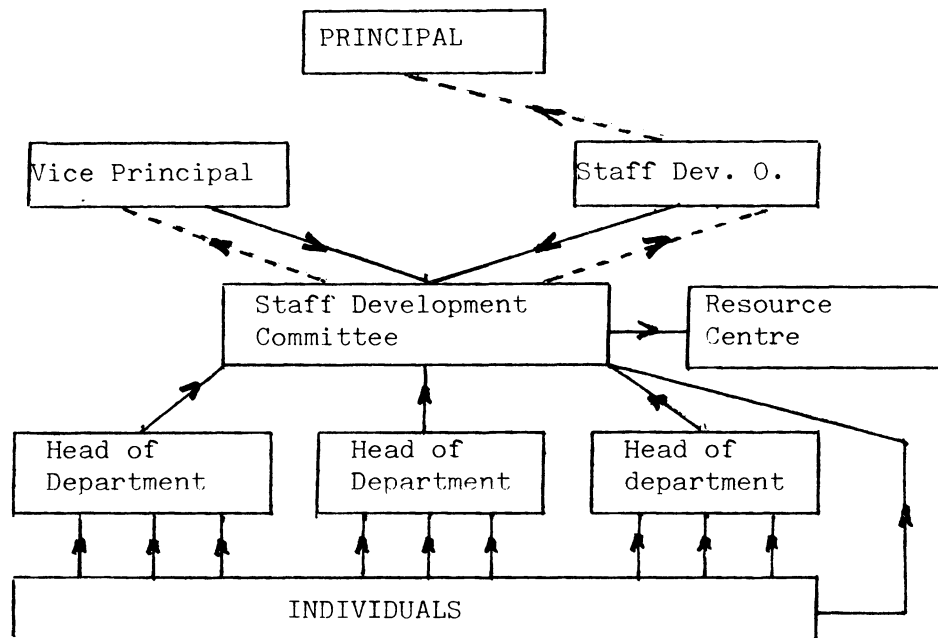
ADMINISTRATION



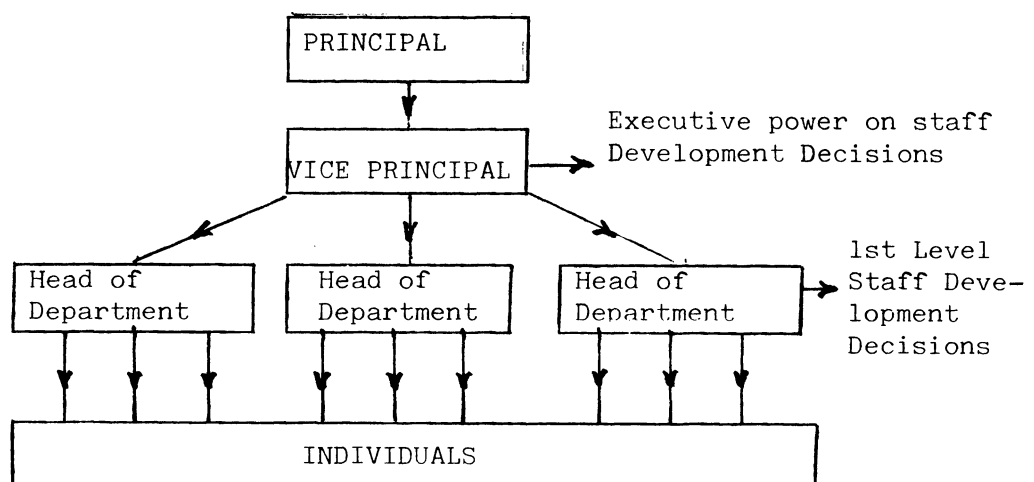
Control mechanisms for staff development

46. Two possible models of staff development control were suggested by the Working Group. The first model was based on participative methods, and the second on a more autocratic approach to staff development.

PARTICIPATIVE MODEL



AUTOCRATIC MODEL



Resources to sustain staff development

47. The Working Group examined the nature and scale of the three principal inputs to a staff development scheme; (i) human resources (ii) financial resources, (iii) physical resources. The application of these resources in the participative and autocratic models would depend on the size and stage of development of a polytechnic. However, the Working Group considered that the fundamental elements of resource inputs would include the following.

Activities	Human Resources			
	Participative		Autocratic	
	Large	Small	Large	Small
1. Planning and implementing training surveys	C	C	C	C
2. Collation of survey data	SDO	VP	P/VP	P/VP
3. Preparation of training recommendations	HoD	HoD	HoD	HoD
4. Staff Appraisals	P/HoD	P/HoD	P/HoD	P/HoD
5. Assessment of training needs arising from local/national development strategies	P/VP	P/VP	P/VP	P/VP
6. Preparation of training programmes	SDO	VP	SDO	VP
7. Counselling	P/VP/HoD	P	P/VP/HoD	P
8. Planning in-house courses	SDC	VP	VP/HoD	P/HoD
9. Liaison with external bodies (e.g. industry)	P/HoD/ILO	P/ILO	P/HoD	P/HoD
10. Co-ordination of staff development processes	VP	P/HoD	VP	P/HoD

KEY

P. - Principal
 VP - Vice-Principal
 HoD - Head of Department
 SDO - Staff Development Officer

ILO - Industrial Liaison Officer
 CO - Counselling Officer
 C - Consultant
 SDC - Staff Development Committee

Source of finance	Institutional responsibility
1. Budgetary provision	Approved Estimates. Specific Vote for Staff Development
2. National Scholarships	Made available to all nationals
3. External funds and scholarships	(a) Full knowledge of technical co-operation schemes. (b) Liaison with appropriate national agency. Operation of selection process within institution

Physical Resources	
1. Staff Information Room	- Conditions of Service - Professional publications - Library accession lists - Educational Technology Information - Course information
2. Learning Resource Centre	- Hardware - Facilities for software
3. Regular Publication of News sheet (including information on courses)	
4. Staff Development Office,	- Seminar Room
5. Staff Development Section in Library	
6. Self-rating sheets (based on Analysis of Training Needs)	

Liaison with sister institutions

48. The Working Group emphasised the need for close and effective liaison with other technical education institutions, and suggested the following methods to implement such co-operation.

- (a) Exchange of information: for example, prospectus, training manuals, instructional material, library lists, directories of resources.
- (b) Staff exchange programmes
- (c) Joint research programmes
- (d) Joint ventures on staff training
- (e) Liaison and exchanges in external examinations, advisory panel work and practical work assessment.