

**The London Institute of Banking & Finance Code of Practice for Quality Assurance
(Higher Education)**

Chapter 12: Staff Development

12.1 Introduction

12.1.1 The London Institute of Banking & Finance is committed to providing support through development programmes for its academic community and administrative staff based at The London Institute of Banking & Finance. Academic Community members include Lecturers (teaching part-time either at a distance or via flexible learning workshops), Senior Lecturers (supporting a broader range of activities including [but not limited to] scholarship, research, teaching and programme development), Lead Tutors (leading a team of lecturers at Level 4 in the framework for Higher Education Qualifications [FHEQ]), examiners (setting and overseeing the assessment), Module Coordinators (moderating and supporting assessment and leading a team of lecturers at Levels 5 & 6 only), Work Based Learning tutors and authors of learning materials.

12.1.2 The London Institute of Banking & Finance is committed to ensuring that members of the academic community meet the appropriate professional standards for teaching, assessment and learning support. This Code of Practice aligns with indicator (4) of sound practice detailed in the QAA Code of Practice Chapter B3 Learning and teaching which states;

“Higher Education providers assure themselves that everyone involved in teaching or supporting student learning is appropriately qualified, supported and developed”

12.1.3 For those involved in the delivery of its HE programmes, The London Institute of Banking & Finance is committed to working closely with the appropriate accreditation agencies to ensure that the professional development programmes and activities provided meet the [UK Professional Standards Framework for Teaching and Supporting Learning in Higher Education](#). In addition, The London Institute of Banking & Finance and the Postgraduate Certificate in Higher Education (PGCHE) programme have institutional and programme recognition respectively from the Staff and Educational Development Association (SEDA). This means that the programme meets their values and standards for “Learning, teaching and assessing”.

12.1.4 The London Institute of Banking & Finance disseminates its work and benchmarks its educational standards through its commitment to networking with HE and professional institutions, particularly those with programmes within the financial education sector and similar profiles of student recruitment and those delivering through collaborative arrangements.

12.1.5 The London Institute of Banking & Finance aims to provide equal opportunities for staff to engage in development activities and an environment supportive of a diverse academic and student body. The London Institute of Banking & Finance provides a sense of community for members of its academic staff through its professional development activities and by utilising its discussion forums and other channels of communication to inform and engage its geographically dispersed group of educational professionals.

12.1.6 The London Institute of Banking & Finance enables staff, as detailed below, to participate in a range of continuing professional development activities in order to enhance their knowledge, reflect upon and develop their practice, and contribute towards a fully inclusive institutional culture.

12.1.7 Staff (including The London Institute of Banking & Finance academic community) dealing with any aspect of student support undergo training that includes information on inclusive practices and reflect

differing requirements and varying prior experience. The subject matter is discussed at induction and followed through in departmental training and development discussions that include encouragement to staff to engage in innovation in the context of inclusive practice.

12.2 Professional development of The London Institute of Banking & Finance Administrative Staff

12.2.1 The London Institute of Banking & Finance is committed to investing in the development of its staff and is an accredited 'Investor in People'. Its values incorporate a commitment to recruit and develop the right skills.

12.2.2 All The London Institute of Banking & Finance staff are required to attend the general induction programme, which covers the underpinning The London Institute of Banking & Finance strategy and how it delivers its educational products. This session includes appropriate mention of The London Institute of Banking & Finance Code of Practice for Quality Assurance and how it impacts on individual roles.

12.2.3 Staff are encouraged and supported to undertake relevant training and development covering personal skills development as well as the knowledge of financial services and educational issues.

12.2.4 The London Institute of Banking & Finance staff are given objectives which are monitored through the performance review process. Any training and development needs to achieve the objectives are also identified via the performance review process. The Human Resources department provides guidance and assistance to line managers in identifying appropriate opportunities.

12.2.5 Staff training and development needs are also identified through the operational planning undertaken by departments, for example in matching qualifications and skills needs to strategic aims. In addition, a defined policy on qualification course support sets out the parameters for assistance with further study as part of continuing professional development.

12.2.6 A competency framework for managers and staff outlines the key behaviours needed and an individual programme of development for staff is designed if required.

12.3 Professional Development of Academic Staff

12.3.1 All members of The London Institute of Banking & Finance academic community are required to commit to continuous professional development through their contracts.

12.3.2 All new Lecturers joining on a permanent contract undergo a two year probationary period, which includes observations of their teaching. Furthermore, new appointees are allocated a mentor from The London Institute of Banking & Finance Senior Faculty, who offers on-going guidance and support. Shadowing opportunities are in place for all new examiners appointed and where possible they are supported by the retiring examiner.

12.3.3 The London Institute of Banking & Finance offers a series of development opportunities to its academic community. The development events incorporate centrally organised workshops and sessions identified from other providers, for which The London Institute of Banking & Finance will sponsor attendance. Its own research events and master classes are included in the list of available events.

12.3.4 Through the contract, members of The London Institute of Banking & Finance academic community are required to attend a minimum of one The London Institute of Banking & Finance development event as part of their commitment to keep up-to-date in terms of subject expertise and pedagogical skills.

12.3.5 The London Institute of Banking & Finance organises the HE Conference annually as part of the development programme and this provides an opportunity for The London Institute of Banking & Finance Academic Community to share best practice and build a sense of community.

12.3.6 The London Institute of Banking & Finance Academic Community has access to The London Institute of Banking & Finance online resources via the [myLIBF](#) secure portal to support their development. This incorporates educational journals, text and technical articles through *KnowledgeBank* as well as newsletters specific to the delivery of financial services education delivered via The London Institute of Banking & Finance.

12.3.7 The development needs of the academic community are formally considered on an annual basis, influencing the planning of development events. Participation at these events is monitored and linked to the annual appraisal process. Moreover, Examiners and Lecturers based at Higher Education Providers (HEP) other than The London Institute of Banking & Finance are expected to advise The London Institute of Banking & Finance of developmental activity undertaken at or through their home HEP.

12.3.8 The performance of members of The London Institute of Banking & Finance Academic Community is monitored by session, including feedback from student evaluation forms. The Learning and Teaching Committee holds responsibility through the annual monitoring process for the performance of the Academic Community.

12.3.9 The performance of Lecturers is also monitored through the annual appraisal and review process. The appraisal and review process comprises a self evaluation form detailing information such as scholarly activity and CPD followed by subsequent discussion where any development needs are identified and agreed. Teaching observations are also carried out and feedback shared between the observer and lecturer observed, to enhance and share practice. The Academic Community includes Senior Lecturers and the performance review of these, together with the Lead Tutors is normally carried out by the Associate Dean with line management responsibility for these staff. The performance review of other members of the academic community, depending on their role, is normally carried out by the Lead Tutor, Module Co-ordinator, Manager of Academic Community Development, Postgraduate Team or Work-based Learning Chief Assessor. The performance of the Examining Team is monitored on a sessional basis by the Head of Assessment and Curriculum Services. Further details on the arrangements for observation are detailed in the [Teaching Observation and Peer Review of Teaching Policy](#).

12.3.10 All Lecturers who do not hold a recognised teaching qualification or membership of the Higher Education Academy are encouraged to complete The London Institute of Banking & Finance Postgraduate Certificate in Higher Education (PGCHE). All Lecturers delivering face to face teaching for The London Institute of Banking & Finance who do not hold a recognised teaching qualification or membership of the Higher Education Academy are required to complete The London Institute of Banking & Finance Postgraduate Certificate in Higher Education (PGCHE). Exemptions may be granted (by the Associate Dean, Degree Programmes overseeing the programme) for those appointed to the MSc programme who are not undertaking the role of module leader but who are providing expert practitioner input. The PGCHE programme is set at level 7 (FHEQ) and consists of three modules. The participants are assessed by a mix of online participation, assignments, a reflective journal, and individual project. Information on the applicability of The London Institute of Banking & Finance Postgraduate Certificate in Higher Education can be located via the PGCHE area of the website.

12.3.11 Lecturers contributing to programme delivery at our international partners will be considered separately to reflect local customs, whilst ensuring they are equitable with quality and standards in the UK.

12.4 Research and Scholarship

12.4.1 The London Institute of Banking & Finance aims to achieve a harmonious and synergetic relationship between its research and teaching activities. It values both strands for the contribution they make to its charitable objective, its higher education programmes and the health of the financial services sector. In respect of research and scholarship, The London Institute of Banking & Finance is primarily committed to applied research and development in both relevant disciplinary and pedagogical areas as follows:

a) Knowledge creation that provides social and economic benefits to the financial services sector in particular and to society more broadly; and

b) Research and scholarship that enriches learning, teaching and assessment.

12.4.2. The London Institute of Banking & Finance also recognises that it may be appropriate at times to support research of a more tentative nature – ‘basic’ research – acknowledging that on occasion benefits may only be realised after several years have elapsed.

12.4.3 The London Institute of Banking & Finance is committed to the continued development of an academic community of scholars engaged in both research and scholarly activities, as appropriate to their role, The London Institute of Banking & Finance’s needs, and their own interests and ambitions. Some members of its academic community have no wish to engage in research (although all engage in scholarly activity); The London Institute of Banking & Finance recognises and values their contribution. Other members of The London Institute of Banking & Finance’s community, however, may have more interest in such involvement, and where their interests and The London Institute of Banking & Finance’s are aligned, The London Institute of Banking & Finance will provide appropriate support and encouragement to them to pursue research activities. Further details can be found in The London Institute of Banking & Finance [Research Strategy](#).