1. **Policy Summary**
   To continue to build leadership capability, UCD HR will undertake to commission and run leadership development initiatives based on the needs of the University. Leadership initiatives are tailored for both individuals and teams.

2. **Purpose of Policy & Definitions**
   2.1 Leadership Development is defined as any activity that focuses on the development of leadership as a process. This includes interpersonal relationships, social influence processes and the team dynamics between the leader and his/her team.
   2.2 Leadership does not happen in a vacuum but rather is context specific. Therefore leadership development initiatives within UCD will take this into consideration when developing initiatives to ensure they work with the current contextual factors both internal and external to the university.
   2.3 Leadership development initiatives at UCD will be bespoke initiatives aimed at supporting UCD leaders through their own unique challenges.
   2.4 Leadership development initiatives will focus on personal development that goes beyond *knowing* what to do, to *applying* what you know back within the workplace.

3. **Scope of the Policy**
   3.1 Leadership development opportunities will apply to all those within UCD working in a leadership capacity and who achieve results through influencing the actions and attitudes of other people.
   3.2 Individuals must be full time employees\(^1\) of UCD and have successfully completed their probationary period.

4. **Policy & Procedures**
   4.1 Applications to attend a leadership development initiative must be done through your direct line manager
   4.2 Approval to attend will be granted after consultation with UCD HR Strategy and Development Directorate
   4.3 Joint approval must be given by both the direct line manager and UCD HR Strategy & Development Directorate.

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\(^1\) Any exceptions to this must be approved by their direct manager
4.4 In the event that approval to attend is not granted, a reason for the decision will be given to the individual by their direct line manager within one week of the decision.

4.5 Individuals approved for attendance on leadership development initiatives shall make every reasonable effort to attend the designated dates.

4.6 Individuals shall complete all aspects of the programme including any exercises or activities assigned outside the classroom based event.

4.7 Where a programme is offered to an individual and he/she is unable to attend due to the demands of their job, all efforts will be made to facilitate the individual on an alternative programme. However there can be no guarantee that an alternative programme will be available that will match the individual’s availability.

5. High level Roles & Responsibilities

5.1 The Director of Human Resources has responsibility for commissioning leadership development initiatives within UCD on a needs basis.

5.2 UCD HR Strategy & Development Directorate has responsibility for collaborating with the preferred supplier on the design, implementation and review of any such initiative.

6. Any other relevant information
   e.g. Cross references to other policies/guidelines.
   - Learning & Development Policy – www.ucd.ie/hr/policies
   - PMDS – www.ucd.ie/pmds
   - Internal Coaching –
     www.ucd.ie/hr/staffdev/developmentoptions/internalcoaching
   - Academic Mentoring – www.ucd.ie/mentor
### 7. Policy Revision History

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<td>3.0</td>
<td>3/11/2015</td>
<td>Policy Versioning Implemented &amp; Removed reference to VP For Staff</td>
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