

Staff College Code of Practice

1. Introduction and purpose

The Staff College: Leadership in Healthcare (Staff College) is a national charity that delivers a wide range of leadership development programmes for senior and high potential aspiring leaders in health and social care. It is known for the quality and impact of its programmes on the leaders who attend. It is a learning organisation that is committed to maintaining and continuously improving its standards and practices.

The Code of Practice intends to set out the expectations that:

- Those that come on our programmes can expect from the organisation.
- Those who work for the organisation can expect from it.
- The organisation expects from all who work for it.

2. Terminology used

Term used	Definition
Member	When someone attends a Staff College programme or development session they are referred to as 'Members' of Staff College.
Staff College personnel	As a charity, Staff College has individuals who fulfil a variety of different roles within the organisation with different contracting arrangements. These include: <ul style="list-style-type: none"> • Trustees, who offer their time pro bono and have a legal responsibility for the organisation. • Employees. • Faculty members who work on a consultant model. Staff College expects that individuals fulfilling any of these roles act in accordance with its code of practice.
Directing Staff (DS)	Members of faculty are referred to as Directing Staff (DS). DS come from a variety of professional backgrounds, bringing both leadership experience, and experience developing leaders. When working for Staff College, their primary role is a leadership coach. They also fulfil a variety of roles during programmes including as facilitators and educators.

3. Staff College Ethos

- We believe that leadership involves finding the moral courage to do the right thing on a difficult day.
- We aim to build a psychologically safe environment for leaders to learn and experiment in.
- We believe good leaders promote team cohesion and psychological safety, care about the needs of the individuals they lead and dynamically balance both these against the demands of the task.
- We take the time to develop relationships with leaders.
- We use humour to promote emotional safety and rapport.
- We encourage openness, open heartedness and the assumption of positive intent.
- We value directness in thoughts, language and behaviours.
- We provide a high level of support and challenge that enables leaders to develop further.
- We encourage leaders to become more aware of, and take greater responsibility for, their thoughts, behaviours and actions.
- We take the need for leadership development seriously, as individuals and collectively, recognising it is a continuous process.
- We encourage diversity, drawing on a rich set of perspectives and experience from across sectors within our team.
- We acknowledge that developing leaders is a non-linear process, of which we can only play a part.

4. What Staff College Members can expect from the organisation

Staff College deliver practical and experiential leadership development programmes that hold up a mirror to leaders and help them to become more aware of their thinking, behaviour and impact on others. We understand that different people learn from different approaches and that our approach isn't for everyone. The below sets out what Members can expect from the organisation, and under which circumstances we may recommend that individuals don't continue with a programme.

4.1 Member Expectations

Members can expect:

- A psychologically safe environment.
- A respectful, equitable and inclusive environment. And that behaviours observed that aren't conducive to this will be challenged.
- A balance of support and challenge.
- That no feedback will be provided on their performance during a programme to their organisation or a third party.
- That their personal data will be treated in line with current GDPR legislation, the charity's data processing policy and not shared with third parties.

Members can expect to be:

- Listened to.
- Respected.
- Challenged.
- Supported by their syndicate DS, working within their role as a leadership coach.

Members can expect to have the opportunity to:

- Have time out if needed.
- Talk to their syndicate DS if an experience during a programme has triggered an emotional response.
- Talk to someone else within the organisation if there is an issue with their DS on a programme.
- Come back later with questions.

4.2 Our commitment to Member's confidentiality

Faculty meet regularly during programmes to discuss the progress of syndicates and identify necessary changes to the planned programme to better support individual or group development.

Relevant information about a Member's progress will only be shared appropriately with those involved in the delivery of programmes they attend.

During their involvement with Staff College, Members may disclose personal information or sensitive experiences they have encountered. Members can expect that details shared in confidence will not be shared further by Staff College personnel.

We expect Members to maintain the confidentiality of fellow Members.

4.3 Exceptions to our commitment to Member's confidentiality

Staff College has two exceptions to maintaining the confidentiality of Members:

1. There is sufficient concern for the safety of a member that it is judged appropriate to call for external support.
2. A safeguarding issue or illegal activity has been referenced and it is judged appropriate to report this to a relevant body or employer.

In the event we feel it appropriate to act we will advise the member beforehand, if it is possible. We will signpost them to other support services as appropriate

4.4 Criteria for recommending a Member doesn't continue

Occasionally there are times where we may recommend a Member doesn't continue with a programme. To inform a recommendation, we use the following criteria:

Our observations and/or perceived sense that:

- Our method of working did not seem to be helpful to their development.
- They had demonstrated resistance to feedback and the ability to tolerate cognitive dissonance.
- Their behaviour or use of language had made it more difficult to develop psychological safety within their syndicate.
- The significant work or external pressures that they were currently experiencing meant they would not benefit from the additional impact of attending at this time.
- We would be in breach of our duty of care to the individual.

In such cases, we will inform the Member individually and explain the rationale for our recommendation. Neither the decision, nor rationale for it, will be shared by Staff College with anyone outside of the organisation, including to a Member's employer.

5. What Staff College Personnel can expect from the organisation

The Staff College: Leadership in Healthcare will:

- Care for and support all members of personnel.
- Trust that our personnel are working in the best interests of the organisation and our members.
- Be prepared to protect and support personnel if challenging circumstances arise.
- Represent our personnel positively.
- Provide the opportunity for ongoing development.
- Ensure a timely response to enquiries from the operations team within:
 - the constraints of its working week (Monday – Friday, 09:00 – 17:00)
 - and the context of the organisation wide delivery and operational pressures.

6. What Staff College expects from everyone that works for the organisation

6.1 Individuals act in accordance with our ethos

As outlined in Section 3.

6.2 Individuals understand their role(s) and responsibilities

- Individuals have taken the time to understand their role(s) and responsibilities before agreeing to a commitment.
- They have read briefing information and/or papers provided beforehand.
- They have asked any questions to confirm understanding beforehand.
- They understand their role in maintaining confidentiality and following data protection procedures.
- They will declare any relationship or conflict of interest that could affect either a programme, or discussion of an agenda item beforehand so that the conflict can be managed.
- They will inform the operational team as soon as possible if they can't fulfil a commitment.
- They will respond in a timely manner, recognising the context of their individual work life pressures.

Staff College faculty fulfil a variety of other professional roles. At all times, it is expected that they will comply with the guidance of their other professional bodies.

6.3 Individuals act in the best interest of the organisation and our members

- Individuals will use their judgement and act in the best interests of the organisation and our members.
- Represent Staff College positively.

6.4 Programme delivery specific responsibilities

During the delivery of Staff College programmes, individuals will:

- Respond to the development, emotional and accessibility needs of the group and individual members.
- Pay attention and be alert to potential emotional responses or triggers from members on the programme and respond reasonably and responsibly.
- Act in accordance with our commitment to Member confidentiality (section 4.2).

7. Raising concerns

If any individual has a concern that the expectations set out in the code of practice are not being met, they can raise this at any point with:

- The programme lead
- The Operational Manager

Staff College has a transparent and easily accessible complaints procedure which aims to ensure that complaints can be resolved quickly and fairly. This can be accessed [here](#).