

## Training and Development Policy

### Development

Staff development is a key part of the Company success. Without committed, motivated and properly trained staff the Company cannot function correctly. The Company relies on your commitment and willingness to learn new skills and to take on new roles and responsibilities.

To assist you the Company is committed to training and developing you so that you can contribute fully to the business and progress as far as you are able within the Company.

Selection for training will be fair and equitable and will be based on merit and the requirements of your job function.

### Training

Training may be given in a wide variety of ways including on the job coaching and in house or external courses to meet current and future job requirements. Discussion at your annual appraisal and during the course of the year may be used to help determine your training requirements.

Where appropriate and directly related to specific training needs, consideration may also be given to providing some financial assistance to you if you undertake part-time/evening courses/distance learning leading to an approved qualification. If you wish to pursue part-time study on this basis you should discuss the matter with your Line Manager prior to enrolling on a course.

### Statement Summary

STANDARDS Director of Training has responsibility for communication; cascade of objectives, quality and training standards, ILM compliance and embracing Policies (Equality, Safeguarding, Prevent) across the organisation. This involves day to day interaction and formal monthly meetings as part of our performance management process (review, feedback, CPD and objective setting). Trainers, coaches, assessors are all involved in client's needs from the outset and then work with apprentices to ensure all needs are met, the Director then cascades information and monitors feedback, evaluation and improvements. Programme and ILM compliance meshed with client and apprentice feedback is the key focus of management to ensure high standards of training. Regular trainer assessments take place and CPD agreed. Managers are passionate about quality and innovation to improve results; this is motivational and drives high standards; Managers explain new technologies (SAP, online tools, content libraries etc) to support staff and apprentices to achieve more. Managers attend workshops to cross-fertilise ideas, have apprenticeship briefings and thus ensure high standards.

STAFF Trainers are all ILM approved for the qualifications delivered, have degree level qualifications, management experience and able to inspire trainees hence high success rates. We have a partnership with a firm owned by our MD that has been an ILM Centre for 16 years and will provide administration, vocational methods and participant help. This centre has helped 850+ achieve an ILM management qualification. The L3 and L5 apprenticeship standards are a good fit with existing programme design so existing staff will be appropriate and experienced. All other staff have worked in the training industry and are subject to our performance review process.

UP TO DATE Trainers are allocated time for research ensuring our service is up to date, this includes CPD, ILM research and industry cross fertilisation of ideas.

## Staff Development Procedure

### Introduction

We are committed to supporting and enabling employees to achieve their potential, succeed in their roles and to deliver our mission.

The purpose of this procedure is to provide line managers and employees with a framework that supports employee development in order to enhance personal performance, enabling individual growth and support our strategic goals.

Staff development encompasses all forms of development including:

- \* Company events or activities
- \* personal study
- \* online learning
- \* internal or external courses and workshops
- \* conferences
- \* work shadowing, secondment or special projects
- \* engaging in teaching observation, 360 leadership or values feedback in order to gain structured performance feedback
- \* coaching and mentoring
- \* professional or technical qualifications
- \* statutory or essential training

The following principles apply:

- \* Staff are expected, with the support of their line manager, to take responsibility for their Continuing Professional Development (CPD).
- \* Directors and line managers are expected to champion the strategic importance of people, creating a learning culture that values and enables continuous professional development to maximise individual and team potential.
- \* In order to maximise effectiveness, staff development activities must align to our induction, probation, performance development reviews, succession planning, promotion and recognition and reward processes/procedures.
- \* We will ensure equal access to learning opportunities and all staff development activities will be conducted in accordance with our Equality Plan.
- \* Learning and development agreed for staff must be role relevant, as described in their job description and Professional Development Review objectives. Any development agreed should have the identified budget available.
- \* All learning and development activities should be evaluated by the teams that commission or deliver it, to ensure it meets quality thresholds, required learning outcomes and demonstrates value for money.
- \* All staff are expected to complete statutory, essential/compliance training, as required.

### Duties and responsibilities

There is shared responsibility for the development of staff:

1. Individual member of staff
2. Line Managers and Directors
3. Staff providing the development

Individuals are responsible for:

- \* Reflecting at regular intervals on their performance and identifying appropriate development needs
- \* Seeking and acting on feedback
- \* Engaging in the performance development review process in order to effectively identify their training and development needs
- \* Making themselves aware of the pathways for progression as relevant to role
- \* Discussing and agreeing with their line manager development which is appropriate for their role(s)
- \* Fully participating in learning opportunities and, where face to face training has been identified, completing the entirety of the course
- \* Undertaking statutory, compliance and essential training, as required, including refresher training.
- \* Ensuring development activities are accurately recorded
- \* Applying and sharing learning

All new staff:

- \* Must complete induction
- \* Must undertake statutory, compliance and essential training, as required

Line Managers are responsible for:

- \* Ensuring all new starters or staff transferring into a new role undertake an appropriate induction programme and complete any statutory, compliance or essential training which may be required
- \* Ensuring that they are aware of our expectations in relation to line management, through attending role relevant workshops and development
- \* During the probationary review period, ensuring staff receive sufficient development and guidance to enable them to undertake their role and responsibilities effectively
- \* Ensuring all their staff have completed and are up to date on the identified statutory and compliance training, and that this is accurately recorded
- \* Ensuring staff are aware of the relevant criteria and pathways for progression (where appropriate)
- \* Ensuring annual and interim performance development reviews take place and that individuals have the opportunity to discuss their development needs
- \* Giving staff honest, constructive feedback on their performance
- \* Identifying team development needs
- \* Having meaningful conversations with staff who participate in staff development activities pre and post development, to facilitate effective learning and application in the workplace
- \* Following up with any members of staff who fail to attend statutory, essential or compliance training and addressing repeated non-attendance by members of staff in their team

Directors are responsible for:

- \* Role modelling leadership values through developing themselves and their teams as part of continued professional development and using feedback to improve
- \* Creating a culture that delivers successful outcomes through people, supporting, developing and challenging teams to succeed
- \* Providing appropriate resources (time and funds) for staff development activities
- \* Ensuring annual and interim performance development reviews take place and that individuals have the opportunity to discuss their development needs
- \* Ensuring staff undertake appropriate statutory, compliance and essential training as required

HR Manager is responsible for:

- \* Evaluating centrally provided courses, workshops and other development activities
- \* Overseeing the provision of coaching and mentoring services
- \* Implementing 360 leadership and values feedback

- \* Business Partnering with internal specialists to advise on possible learning solutions / interventions to meet the requirements identified and on evaluation measures for determining the effectiveness of the training provided
- \* Advising internal specialists on how to fulfil their accountability to accurately record, maintain and report on staff engagement with the training
- \* Sharing best practice in relation to staff development activities / strategy

Planning new statutory / essential to role training

Statutory / essential to role training requirements must follow an approval process with final authorisation by the Director.

Outline of the process:

The Sponsor (person responsible) for the training identifies need, desired learning outcomes, level of risk, available budget and the person within their service responsible for monitoring & maintaining training records

1. The Sponsor meets with the HR Manager who will determine the most appropriate learning solution, evaluation measures and advise on maintaining accurate training records and reporting.
2. Where online training is the preferred solution, HR Manager will advise the Sponsor to ensure the online package is compatible with our systems before any procurement takes place
3. On the basis of the preferred solution, the Finance Department will advise the Sponsor on whether a formal tender process is required
4. The HR Manager will, in advance of the agreed training, arrange development to enable the Sponsor to maintain accurate training records and reporting.

## Training and Development Specifically for Trainers

### Sector Expertise Development

Performance management process linked to Sector to ensure staff are up to date. Over time all the below activities will be used by each employee who with the Director prioritise activities. This 'pick and mix' range ensures the sector expertise is kept up to date.

#### Activities undertaken:

Mentor or friend with sector experience

Online newsletter subscription, blogs, magazines, podcasts, video and other publications for news

Networking at conferences, industry events and training sessions with professionals in the sector

Browse online forums or discussion boards with tailored information around the sector

Follow prominent people on social media for up-to-the-minute news. This by LinkedIn, Twitter and Facebook

Written, audio and visual media from respected bloggers

Reading professional journals, books, research papers, articles etc

Webinars

Voluntary work, fundraising and events in sector

Research activities and blogging

Spending time with customers, suppliers, trade bodies or stakeholders

Joining committees, professional associations, campaign groups and participating in sector forums

Work shadowing, secondments and placements

Attending industry awards

Professional Events to learn about growth and developments in the sector

Local companies, associations, and groups hosting seminars, forums, workshops giving access to sector experts

Attending conferences, professional workshops and industry specific programmes

Research best and new practice

Talk to students about practices in their workplaces

Sector specialist visits, industry site visits and tours

Join LinkedIn group or forum from a professional group

Utilise SciDaily for studies

Newspapers and sites, sector trends

Observe competitors to see an emerging sector trend

Leverage staff for their perspective on the Sector

Professional Bodies Utilised ILM, CMI, CIPD

## Training and Development Specifically for Trainers

### Maintaining Training Expertise

All trainers devote 20% of their time to CPD, Research, Preparation and mutual trainer support. Over the longer term all the below activities will be deployed for each trainer but it is the trainer themselves in conjunction with the Director who prioritise the activities. This 'pick and mix' range, following the Staff Development Procedure, ensures the employees teaching and training expertise has been maintained, kept up to date and will progress.

#### CPD Activities Include:

attending meetings and standardisation activities  
carrying out relevant research  
collaborative working  
discussing and sharing ideas with colleagues  
evaluating feedback from peers, learners and others  
mentoring and coaching new staff  
networking (online and in person)  
partaking in events, webinars/training programmes  
peer observations  
reflecting about what achieved, and the impact  
learning from mistakes  
shadowing colleagues  
team teaching  
using new and emerging technologies for teaching, learning and assessment activities.  
Securing additional qualifications

#### Subject Specialism Development Includes:

creating a reading list in specialist subject area for learners  
e-learning and online activities  
industrial and workplace visits  
membership of professional and trade associations  
presenting at a conference  
reading current text books and journals  
researching developments or changes to specialist subject  
secondments  
voluntary or part time work  
work experience placements  
writing or reviewing books and articles.

#### Professional Bodies Utilised

- The Association of Learning Providers
- European Mentoring and Coaching Council
- Association for Coaching
- International Coaching Federation
- CIPD
- British Psychological Society
- Association of Business Psychologists
- Division of Occupational Psychology