



STAFF TRAINING AND PERSONAL DEVELOPMENT POLICY

Vision for Professional Development

Skills to Group vision is to provide an outstanding social and physical environment in which learning and professional development may flourish, and all apprentices (learners) and staff reach their full potential.

It is recognised that the success of Skills to Group depends on all staff, whatever their role, having the relevant skills, knowledge and competencies.

Skills to Group recognises that its staff are fundamental to its success. A strategic, professional approach to staff development helps Skills to Group to attract and retain high-calibre staff with the skills and competencies necessary to deliver its objectives.

Skills to Group acknowledges that as an educational provider it has a unique responsibility to support and encourage the development of its staff, and recognises that staff development can play a critical role in building the capability of its workforce.

Staff development refers to all the policies, practices and procedures used to develop the knowledge, skills and competencies of staff to improve the effectiveness and efficiency both of the individual and the organisation.

We are committed to providing staff with development opportunities to ensure that individuals and departments are able to contribute fully to the achievement of department and company objectives in the context of the Mission, Vision, Values and Strategic Plan.

Skills to Group recognises that effective training and development offers benefits to the individual and learning is an essential part of their professional life and the organisation as a whole, which ultimately contributes to the achievement of the company's objectives. The benefits of learning include:

- Higher standards of work performance
- Greater understanding and appreciation of factors affecting work performance
- Sharing of ideas and dissemination of good practice
- Effective management and implementation of change
- Encouragement of team spirit
- Increased motivation and job satisfaction for the individual
- Greater understanding of Skills to Group business

Skills to Group Learning Objectives

Skills to Group ensures that its learning objectives are tailored to meet staff, stakeholders and organisations needs by ensuring that:

- Each individual has set learning objectives to meet, in order to meet employee, stakeholders and organisation needs, and is monitored to identify progress
- Each member of staff understands what their work role involves
- Each person is developed to enable them to achieve their work objectives
- Staff are prepared and equipped to deal with changes within Skills to Group
- Each individual is encouraged to develop their potential, personally and professionally
- Lifelong learning is supported and encouraged for all staff

Scope

This Policy applies to all staff. Skills to Group Staff Training and Development programme supports and develops the abilities required of staff to deliver existing and future services to customers.

The following factors should be considered in the selection of employees trained:

- The relative degree of the employee's needs for the training
- The extent to which the employee's knowledge, skills, attitudes or performance are likely to be improved by training
- The relative ability of employee's to pass the training benefits on to others
- The relative length of time and degree to which the organisation expects to benefit from the employees improved knowledge, skills, attitude and performance
- The employees own interest in and efforts to improve their work
- The updating of the employees skills and qualifications, to keep the competence in the job that they carry out and for their continuous professional development

In the context of this document 'training' is taken to mean that which is required for job performance. 'Development' is taken to mean enhancement of abilities.

Legislative Context

Equality of Opportunity – Skills to Group seeks to ensure that training and development opportunities are available for all. This does not, however, imply an automatic right of individuals to particular development activities or a right to undertake development actions within specific periods of time.

Line Managers are responsible for ensuring that development needs of all staff are given fair consideration and that the needs of staff employed on a part-time basis are addressed equitably.

Policy Principles

Training and development makes Skills to Group a more effective organisation. Skills to Group's continued success depends upon meeting the objectives set and agreed by Management. This will be achieved by staff who are competent in their roles.

Training and development can be defined as any activity designed to help individuals become more effective at their work by improving, updating or refining their knowledge and skills.

Training and development encompasses a range of activities including attendance at training courses, conferences or seminars, work shadowing, coaching and mentoring, formal study and research.

Training and development is a continuous process and there is therefore an expectation that staff will keep abreast of developments within their own area of expertise and all staff are encouraged to undertake development activities throughout their working lives.

Skills to Group's approach to the provision of training and development is to consider the development needs identified and how these should be met and focuses attention on development activities that add value to the business.

There should be a flexible approach so that development of skills in teaching, learning and assessment all need to be seen as valid.

The responsibility for identifying training and development needs and carrying out agreed training and development activity is shared between the Line Manager and member of staff with input and recommendations from the Team/Programme Leaders/Lead Internal Quality Assurers. Reasonable time and financial support may be allocated.

Line Managers are responsible for providing support and guidance in relation to the training and development of those reporting to them, particularly in relation to the identification of training and development needs and making sure that appropriate action is taken as a result.

Each member of staff is expected and encouraged to take ownership and responsibility for their personal development in relation to their work, within the framework of support provided by Skills to Group. This includes analysing one's own skills, aptitudes and potential development needs as well as having a positive attitude and proactive approach to development.

Staff have a personal responsibility to ensure they continue their professional development in a meaningful way. They should have a CPD Record which is regularly reviewed.

Skills to Group is committed to the creation of training and development opportunities for all staff and will work to ensure equality of opportunity across all training and development activity. Equal opportunity will be monitored and reported to the Senior Management Team.

Skills to Group will monitor and evaluate training and development activity so as to continually learn and improve provision. All staff are expected to participate in the evaluation of training and development.

There are many types of activity that contribute to an individual's personal development and staff are encouraged to consider a range of opportunities available to them:

- Some activities are undertaken with a specific aim of enhancing skills and/or imparting information. This includes work shadowing, coaching and mentoring, reading and research, bespoke training courses, seminars and conferences.
- Other activities may arise in the course of normal work activity. This includes projects where individuals acquire new skills and knowledge, meetings and discussions on how to deal with particular problems, including sharing of good practice and standardisation.

Where possible, activities will draw on the knowledge and skills of staff. This has the advantage of allowing advice, guidance and on-the-job training to be given in a way that is directly applicable to the work context.

Various people may be involved in supporting the development of others: Line Managers, Team/Programme Managers, Colleagues, Mentors, Lead IQA's and networking contacts.

Development by these means may take many forms including one-to-one discussions, seminars, hands-on demonstrations and coaching.

There are many ways in which a person might learn and staff are encouraged to recognise the different means and make best use of those which suit their own style and are available at Skills to Group: coaching, monitoring, problem solving, clarifying responsibilities, questioning, negotiating, mentoring, reading, researching, decision making, selling an idea to others, gaining feedback from others, reviewing and observing.

Senior Management are responsible for actively encouraging training and development as a means to enable Skills to Group to meet its business objectives and for ensuring that resources are made available for this purpose.

The budget for training and development is managed between the Managing Director, Senior Management Team and Line Managers and is based on organisation, group and individual needs.

Training and development activities will usually take place during work time and agreed costs will be reimbursed. Activities that are encouraged by Skills to Group, but not essential, may take place during work time or involve study in the participant's own time during evenings and weekends.

Where training and development takes place in normal working hours, cover will be arranged where necessary. Part time staff, who work additional hours to participate in training and development activities outside their usual pattern of work but within working hours, will usually be able to agree time off in lieu.

Continuously Improve Sector Expertise, Teaching and Training, Knowledge, Skills and Performance

Skills to Group Staff Training and Development Policy recognises a variety of routes to actively improve sector teaching and learning, expertise, knowledge, skills and performance, of which the following are examples:

- Ensuring that staff that are new and those newly promoted are adequately supported in their roles
- Formal education and training programmes: professional and vocational training benefitting the individual and the service and leading to formal qualifications
- Self-education and flexible learning: activities such as Open University modules and other courses, which enhance individual performance
- Continuing professional development: networking, conferences, seminars and workshops on a variety of topics of professional and vocational interest
- Job shadowing and mentoring
- Support of staff involved in professional activities, research and publishing

The programme will cater for the range of roles and responsibilities required at Skills to Group.

The following checklist is indicative and is not intended to be exhaustive:

- Assist staff in meeting their strategic, operational and individual goals by coordinating and promoting appropriate in-house training for all staff
- Assisting in access to and promotion of appropriate external training for all staff

- Ensuring teachers are aspiring to good standards of teaching and supporting their teaching and learning development
- Disseminate and publicise information and teaching and learning events and teaching and learning activities
- Staff qualifications to senior management teams and team leaders

Coordination: Learning and Development QCF Level 3
Level 3 Award in Education and Training

Trainer: Level 3 Award in Education and Training
Level 4 Certificate in Education and Training

Assessor: Level 3 Certificate in Assessing Vocational Achievement
Level 4 Certificate in Leading the Internal Quality Assurance of the Assessment Process

Manager: HE context, human resource management, financial control and budgeting, management skills, project management, speaking and presentation skills, report writing, tendering.

Team/Programme Leader or Manager: Team Leadership, Mentoring and Coaching

Induction; will ensure all newly recruited staff receive a four week induction programme to facilitate entry to the organisation. Job specific induction to cover skills needs, management needs and awareness needs of the role. New staff will meet and greet all key personal within the organisation including Board Directors.

All new staff are required to sign and acknowledge that they have read and understood specific details covered in the induction process, namely Health and Safety, Child Protection and Safeguarding and Equality and Diversity.

Mentorship; new staff will be allocated a mentor by their Line Manager according to support needs, with an aim to provide support and guidance by experienced members of staff in a wide variety of forms but centred on needs of new staff, through coaching and mentoring.

Monitoring Staff Professional Development

Monitoring staff professional development is carried out by:

- Annual needs analysis and reviews
- Line management performance monitoring
- Auditing of individual CPD records
- Monitoring and review of six monthly updates of individual curriculum vitae's
- Feedback and evaluation of internal and external professional development activities
- Feedback from stakeholders
- Annual staff survey

Document Control

This policy will be reviewed annually or earlier if deemed necessary

Date Last Reviewed: November 2021

Date to be Reviewed: November 2022

Authorised By

Signed

A handwritten signature in black ink, appearing to read 'S. Chaffe', is written over a light grey rectangular background.

Sharon Chaffe
Managing Director