

## STAFF TRAINING AND DEVELOPMENT POLICY

### Policy Review

This policy will be reviewed in full annually

The policy was last reviewed and agreed on 7th Sept 2021. It is due for review in August 2022.

### Introduction

SCCU recognises the value and importance of providing opportunities to all of our employees to develop their job-related knowledge and skills, and expects that training and development will increase individual effectiveness and that well-trained employees will make a richer contribution to the business. We aim to make learning an essential part of professional life for all staff at SCCU.

We are committed to the development of positive policies to promote equal opportunities in employment regardless of age, race, sex, sexual orientation, marital status, disability, religion or belief, and this principle applies equally to the training and development of all of our staff.

We aim to equip all employees with the necessary knowledge and skills to be able to carry out their duties safely and without risk to themselves or others, to do their jobs successfully and with confidence, and to support all employees to reach their full potential. We recognise that well-managed development and training can help our employees to: identify and develop their potential; respond positively to change, uncertainty and conflict; increase their job satisfaction; improve their self-confidence, motivation and initiative and also extend their range of performance.

All training and development undertaken must be clearly focused on achieving our business objectives and will normally seek to achieve continuous improvement in one or more of the following areas: team working; customer service; productivity; management competence or safer working practices.

This policy is not contractual but indicates the way in which The Academy wishes to manage its training and development activities.

### Scope of this policy

This policy covers all employees, including apprentices and those on fixed-term contracts.

### Aims of this policy

We aim to provide:

1. Development and training that will ensure the implementation of our policies and

business plan

2. Planned, consistent induction training for all new staff, to help ensure that they understand their role as it relates to the business and their individual responsibilities in the workplace
3. Support, development and training for those at or near the beginning of their career, to enable them to gain appropriate technical or professional qualifications and/or experience which will assist their subsequent career development
4. Appropriate career development opportunities and training which will help maintain and enhance standards of performance over a period of time - we would expect to provide an average of 3 days training and development per employee each year
5. Regular performance reviews, with a focus on future and personal development plans
6. Support for development and training for any employees faced now, or in the foreseeable future, with new roles, organisation or environment, to help them to deal competently with their work
7. Support for continuing professional development.
8. Training to enable staff to meet the requirements of the qualifications they are delivering. This includes but is not limited to ensuring all staff are working towards and achieve a level 3 teaching qualification, a TAQA Assessor award and level 4 IQA qualification.

### **Chief responsibility**

It is the responsibility of line managers to oversee implementation of our training policy. The training budget will be allocated firstly to allow statutory training to be undertaken, and other requirements will then be considered alongside other demands on the budget.

The line managers will also play a key role in working with senior managers to identify appropriate staff for promotional development and ensuring that such staff receive suitable training to enable them to take up more senior appointments and to cope with the resulting pressures.

The Head of Academy will liaise with all staff who have line management responsibilities and provide guidance to them in meeting their obligations listed below.

### **Managers' responsibilities**

Managers will be responsible for:

1. Identifying areas of their own work and work done by staff for whom they are responsible which could be assisted by training and development activities
2. Identifying statutory training requirements and ensuring these are met
3. Prioritising non-statutory training

4. Ensuring that new employees reporting to them are provided with proper induction training (see below)
5. Ensuring that all staff for whom they have line management responsibility receive regular feedback on their performance, and that the annual and end of probation performance reviews are completed on time, with clear targets set and any training needs clearly identified
6. Contributing to our training plan, and regularly reviewing this to ensure that planned training is being delivered on time and that it meets the stated objectives
7. Ensuring that staff who are attending organised training know the reasons for the training, its objectives, the expected outcomes and standard of performance; that their performance is measured against this and the training properly evaluated
8. Ensuring that staff who are undertaking professional qualifications are given the appropriate support and encouragement and that regular monitoring is done to ensure they are proceeding well with their studies
9. Complying with the statutory process for handling requests for time off for training purposes
10. Supporting the Principal in the implementation of this policy.
11. Identifying CPD opportunities for the staff and reviewing future opportunities at appraisals and through informal communication channels.
12. Reviewing staff CPD logs to ensure that their training is up to date and relevant to the industry.
13. Identify with staff any training that was not fit for purpose or below the required standard.
14. Discuss staff performance in training with training providers and Head of Quality.

### **Individual responsibilities**

We aim to create an environment where employees take shared responsibility for their own individual effectiveness, personal and career development. All staff are required to participate in such systems of periodic reviews, training and staff development as may be agreed from time to time. We expect that all reasonable efforts will be made to attend any training courses but if this isn't possible, that we will be notified well in advance. Should an employee fail to attend a course without good reason, we retain the right to treat it as a disciplinary matter.

For some training needs, it may be appropriate to borrow equipment such as laptops for use at home. Employees are reminded to ensure they have the relevant authorisation before taking such equipment home and that it is returned in the same condition as it was borrowed.

### **Performance reviews**



It is our policy that all employees have at least an annual performance review with their manager, at which time, training needs will be assessed and ways of meeting these will be identified, and an appropriate timescale agreed. Full details of our performance review scheme are available via your line manager.

In addition to this, the Apprenticeship & Adult Education Manager undertakes regular succession planning reviews to enable us to consider the future potential and developmental needs of those who are earmarked for future promotion.

All performance review training objectives are tailored for each individual staff member of SCCU. These objectives must meet the needs of the individual, SCCU external stakeholders and the needs of the SCCU Group. These objectives must ensure that there is a clear improvement in SCCU's staff's industry knowledge, professional skills set and future performance.

### **Training plan**

Primary responsibility for the planning and implementation of cost-effective training and development lies with managers who will act in consultation with the principal.

Central to the implementation of the policy is our annual training plan, which should identify general training needs across our operation, departmental-wide training needs and also individual training needs and specify how and when these are to be met.

A range of development methods will be used to meet these needs: this may include (but is not limited to) formal training courses, seminars, e-learning, presentations, conferences, secondments, training for professional qualifications, on the job training, coaching and mentoring, background reading and project work.

### **Induction training**

We recognise the need to ensure that all new recruits receive planned, thorough induction to enable them to settle quickly into our organisation and become fully operational in as short a timescale as possible.

It is each line manager's responsibility to ensure that new employees are provided with proper induction training, ongoing monitoring and coaching during their probationary period, and that the end of probation performance review is undertaken before the end of the probationary period to enable a timely decision to be made regarding confirmation in post.

All new employees, and also other workers on our premises such as agency temps, work experience students, contractors and volunteers, will be informed of our procedures for fire safety, first aid and any workplace hazards.

### **'On the job' training**

Sometimes the most relevant form of training will be 'on the job' training. This should be planned in the same way as any other learning method. This is to ensure a systematic consideration of the skills required, proper delivery and evaluation of this, and also full equality of opportunity for training and development for all staff.



Where an employee's job involves the operation of tools or machinery, specific on-the-job training will be provided by the relevant line manager. It is the responsibility of the employee's manager to ensure that this is carried out. This training will also be given if an employee changes jobs. If new machinery or equipment is purchased, further training is likely to become necessary. If so, this will be arranged before work on the new machinery etc. commences.

All tutors will receive two supported lesson observations each academic year which will provide them with feedback on how to improve their teaching and training knowledge, skills and performance. This feedback will be kept on record and be used to measure the tutor improvement at their next observation.

### **Health and safety training**

It is a requirement of the Health and Safety at Work etc Act 1974 that we provide adequate training to our staff to enable them to carry out their duties without jeopardising either their health and safety, or that of their colleagues and visitors. Training is also required by other more specific legislation which relates to the use of machinery, lifting and handling activities, hazardous substances, and the wearing of personal protective equipment.

The Principal provides or advises on training in all areas of health and safety. Managers should ensure that statutory requirements applying to their staff are met, and that health and safety training is included in the training plan and monitored and evaluated.

For non-statutory training, a risk assessment will be used to determine whether any training is necessary in order to carry out the job safely. The specific needs of the individual will also be considered.

### **Management training**

We recognise the importance of good people management and will seek to ensure that all of those with line management responsibilities are trained in implementing our policies, in particular effective recruitment, equal opportunities awareness, handling grievance and disciplinary issues, harassment and bullying, and dealing with absence. In addition, personal skills training in time management, delegation, coaching and mentoring may be delivered where appropriate.

### **Equal opportunities training**

All staff, irrespective of their seniority, will be given guidance and instruction, through our induction and other training as to their responsibility and role in promoting equality of opportunity and not discriminating unfairly or harassing colleagues or job applicants, nor encouraging or tolerating other employees to do so.

### **Continuous Professional Development**

This academy is a "learning community" and is committed to providing opportunities for the continuing learning and development of its entire staff. Professional development is the means by which the SCCU Group is able to deliver all SCCU employees, team and individual development priorities.

1. The academy has an expectation that all members of the learning community will take an active role in their own professional development.
2. The school believes that all members of staff have a responsibility to support the professional development of colleagues.
3. Professional development will be co-ordinated by the Apprenticeship & Adult Education Manager who will be appropriately trained and will be provided with annual opportunities to network with schools and training providers.
4. All members of the SCCU learning community will have an entitlement for access to high quality induction and continuing support and development.
5. Staff must identify CPD opportunities with their manager and keep an updated CPD log in the staff documents folder that can be access and reviewed by the Apprenticeship & Adult Education Manager. Staff must take responsibility to identify their own CPD opportunities and present them to their managers in both formal appraisals and in day-to-day activity. All managers within the academy must be supportive of CPD opportunities and consult the Apprenticeship & Adult Education Manager with ideas for training that would benefit all staff or teams at SCCU.

### **IT training**

The line management are responsible for ensuring that all staff who use computers or are properly trained to use these, and that the appropriate workplace assessments are undertaken.

We recognise that changes in technology are ongoing and will ensure that training on new or upgraded software packages will be organised as necessary. Managers are responsible for ensuring that all staff are trained and fully aware of our IT and data protection policies.

### **Individual training expenses**

We are fully committed to the career development of all of our employees and are therefore willing to meet the costs associated with necessary and identified personal study and training. Expenses incurred attending training courses, seminars etc during normal working hours will be dealt with under our normal expense policy and procedures.

We will consider financial support for costs associated with training for proficiency at work and/or career development. Subject to approval of the request in principle, the Principal will then normally approve the following expenditure in relation to the course: course fees, travelling expenses where appropriate, course materials such as books or essential equipment, (which shall remain the property of SCCU), examination fees, professional memberships etc. In addition, paid study leave of a specified duration may be authorised for certain professional qualifications.

Such funding will however normally only be offered to those employees who are prepared to commit to SCCU and any such training expenditure is normally dependent on the employee agreeing to sign a repayment agreement, should he/she leave within a specified period following the completion of the training, or abandon the training without

good reason.

### **Training budget**

We aim to allocate the appropriate resources to support training and development activities. All training and development expenditure will be authorised by the Head of Academy.

The relevant line manager will co-ordinate and scrutinise bids for general training funds which should be submitted by departments as part of the normal budget process.

### **External funding**

The line management will be responsible for identifying any potential sources of external funding for training (e.g. government funding) and for investigating these and applying for available grants as appropriate.

### **Evaluation**

The benefits of training activities undertaken by individuals or staff teams should be reviewed within the relevant department following each activity. Evaluation may also take place via informal feedback and departmental meetings, etc. We will also gain feedback from training providers on our staff performance and any under-performance could result in disciplinary action.

All employees are required to provide feedback on external training, complete our Training Evaluation form and discuss this with their manager.

Evaluation and review will also be undertaken centrally by the management team, particularly where training is offered to a group of staff or where substantial investment is involved.

### **Related policies**

Our training activities cover the whole range of our operation, and therefore should be read in conjunction with other appropriate policies. Copies of the following policies are available on the P-Drive:

- equal opportunity
- health and safety
- recruitment
- disciplinary procedure
- grievance procedure
- bullying and harassment
- absence.



### **Implementation, monitoring and review of this policy**

This policy was introduced on 12/12/16. Apprenticeship & Adult Education Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices.

Any queries or comments about this policy should be addressed to the Apprenticeship & Adult Education Manager.