



Staff Training and Development Policy

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1. Policy statement

The college is committed to creating an equitable, developmental and motivating working environment, which values and empowers staff at all levels. The purpose of staff development is to enable staff to continually improve competence, skills, knowledge and effectiveness as employees of the College and to effectively contribute to the achievement of UKCBC objectives.

The College aims to provide its staff with the required support in the development of their skills, talents and qualities in all their roles. It recognises the success of the College is largely dependent on all staff regardless of their role, having the required skills, knowledge and competencies to deliver to high standards.

The College wants its staff to be:

- Outward looking and enquiring
- Reflective and self-evaluative
- Eager to learn and develop

As much of our provision is of a vocational nature, the College also needs to be assured of the currency of its staff's employment experience and their related skills. The College is committed to providing its staff with the development opportunities to ensure that individuals and departments are able to fully contribute to the achievement and success of their department and the wider College objectives.

2. Scope

This Policy applies to all Staff. Formal authorisation of Staff development should be given by the Line Manager or Head/Director of Department.

The College embraces different forms of Staff development embracing including but not limited to personal study, e-learning, internal or external courses, workshops, work shadowing and planned experiences. We will aim to support individuals where possible through budgetary provisions and identified business needs.

Development activities which have no direct relevance to the individual's role or objectives of the University are not within the remit of this policy.

3. Links to QAA Quality Code and Legislation

Equality and Diversity permeates throughout UKCBC's management and operation of services and is embedded throughout recruitment, admissions, administration and student service activities and the teaching, learning and assessment of students. As such it resonates with several Quality Code expectations for standards core practices and expectations for quality core practices particularly:

*Staff qualifications, research and professional development: **Guiding Principles 3 & 4***

Furthermore, the Equality Act 2010 is concerned with protecting the rights and services expected by all individuals. This covers all aspects of the Colleges operation, including premises, students, stakeholders and employees.

The Act is concerned with preventing harassment, discrimination and victimisations and ensuring no individuals are disadvantaged as a result of a disability or personal characteristic known as a “protected characteristic”.

This document is designed to provide confidence in the College’s deliberate management, promotion and embedding equality and diversity in all its functions.

Links to other policies

- Prevent Policy
- Health and Safety Policy
- Equality and Diversity Policy
- Teaching, Learning and Assessments Strategy
- Safeguarding Policy
- Internal Verification Policy
- Staff Recruitment and Selection Policy
- Supporting Students with Special Educational Needs and Disabilities

4. Aims and Objectives

This policy aims to provide managers and staff with a guide and framework that supports and encourages the development of staff across the college in line with the colleges business strategy and objectives.

The Quality Management is responsible for devising and delivering an annual Professional Development Programme for the academic departments in the college. Line managers are responsible the implementation staff development within their respective teams, this would work alongside the College annual appraisal scheme will provide an opportunity for a full discussion of the development needs of each individual and for regular monitoring of needs and activities. The following points provides further guidance regarding the support required to achieve the college objectives:

- Staff development provided by the College is informed by its strategic aims and operational requirements, accounting for both the needs of the individuals, where possible the career aspirations of staff and in turn the success of their departments.
- Leaders and Managers should be provided with the skills, knowledge and competencies needed to work in partnership with their staff to support their continuous development.
- Ensuring that staff develop the skills required to respond effectively and effectively to internal and external demands.
- There are appropriate measures in place to enable all staff to be trained at the levels appropriate to their role, in order to ensure the College is compliant with respect to its statutory and legal obligations

- Providing a framework within which decisions about staff development can be supported.
- The College is committed to the development of its staff through providing and encouraging environment to grow, in doing this the college aims to:
 - Teaching, learning and research and, bearing in mind the needs of those it serves, to perform well in external assessment of teaching and research;
 - Administration and management at all levels;
 - Predicting and coping with change;
 - Motivating staff to achieve their full potential;
 - Promoting the college and maintaining good relationships with outside communities.

5. Identifying needs

Staff needs can be identified in a number of ways:

- Managers should discuss staff development needs with each of their staff at least annually as part of the annual appraisal scheme.
- New staff requirements should be established during the 6 & 12 week reviews.
- Staff changing roles within the college should be discussed within the first few weeks of the staff's new positions.
- Heads of Departments observations and requests
- Actions arising from the staff engagement survey results
- Evaluation of feedback from current programmes
- Aligning the aspirations of staff with that of the college.
- Through regular team/management meetings establishing appropriate support and development for groups of staff that may need to improve their performance.

The extent to which a staff development action can be supported will depend on how it fits into one of the following three categories:

- Essential - staff development / training that is required after performance measurement through peer observation, teaching and learning lesson observation, self-performance appraisal, and monitoring and review process.
- Encouraged - explicitly linked to the achievement of agreed objectives, for which resources will be prioritised.
- Personal - staff development activities chosen by individuals that may take place in work time or outside and may be fully or only partly funded by the College and would not necessarily form a priority call on resources.

6. Responsibilities

This is a shared responsibility for the development of staff in the college. The college recognises that there will be a variation between departments as to how these responsibilities are fulfilled.

The college expect all staff to take part in relevant professional development activities in order to maintain or develop the knowledge, experience and skills demanded of their position. Staff should also evaluate each session and maintain the record of all professional development activity undertaken. Line managers are, as part of their line management duties and the appraisal process, expected to support and encourage staff in managing their personal development plans, including the monitoring and evaluation of the outcomes of development activities.

HR department and Senior Management

The HR department are ultimately responsible for the overall HR strategy of the college and in turn agreeing the key elements of the Staff Development policy and how this contributes to the strategy. But also the following:

- Effective staff development provision, from clarifying the need, to design and selecting methods, through to the delivery and evaluation of interventions.
- Providing all line managers and those involved in the identification and prioritisation of staff development activities with the relevant support.
- Providing an advisory service to Heads of Department, line managers, staff and University networks and committees on external developments within the staff development field.
- Providing guidance on external provision of staff development initiatives.
- Ensuring such activities are conducted in accordance with the colleges Equal Opportunities policy.
- Providing the mechanisms to ensure accurate training records are maintained.
- Evaluating staff development activities in order to assure and enhance their quality.

Line Managers

Line Managers have a responsibility to the college and their staff:

- Ensuring that individuals have the opportunity to discuss their Staff Development needs on a regular basis.
- Giving staff constructive, honest and timely feedback on their performance.
- Identifying individual and team development needs which take account of both staff and college aspirations.
- Reviewing the development needs of both individuals or groups which could develop the effectiveness of internal and external changes.
- In conjunction with the HR team and Senior management team, identifying appropriate opportunities for staff development.
- Where appropriate, approving attendance at relevant staff development activities and making appropriate provision for the release of staff from their duties.
- Recognising and taking into account that disadvantaged groups may require particular encouragement, or positive action training initiatives, to help overcome historical inequalities.
- Briefing and de-briefing their staff who participate in staff development activities, to facilitate effective consolidation of their learning and in some cases dissemination more widely.
- Ensuring equal opportunities in access to staff development is in accordingly.

Staff

- Reflecting upon their own performance in their current position and future career aspirations and identifying their appropriate development needs.

- Discussing development needs with their Line Manager during review meetings with a view to establishing priorities in relation to their personal, departmental objectives.
- Taking full advantage of such opportunities.
- Maintaining their individual personal development portfolio as evidence of their development and achievement.
- Applying newly-developed knowledge and skills to their work and the development of their careers.
- Where difficulties occur, raising issues with their line manager and Learning and Development in the first instance.

7. Policy Implementation and monitoring

The implementation of the policy will involve monitoring and satisfying the development needs of individual members of staff, subject to the constraints imposed by limited resources. Consequently, the policies will benefit staff by enhancing their competence and increasing their job satisfaction.

- All staff development activities will be evaluated. The HR Team and the line managers are responsible for monitoring the effectiveness and impact of what they provide.
- We are committed to the continuous improvement of our staff development provision and encourage feedback from staff. Where appropriate, best practice will be shared as part of our commitment to improve our service provision.
- Those responsible for managing staff should, together with the staff member participating in staff development activities, evaluate the extent to which development undertaken has achieved the intended objectives, and where necessary agree appropriate next steps with the staff member during their annual Performance Review.

8. Staff Development Policy Guidance

Professional Development Programme

The priorities and objectives of the College Strategic Plan will provide the framework for the publication of an annual programme of continuing professional development activities. The programme will be informed by

- The outcome of peer observation and self-evaluation and its requirement for quality improvement
- Developments in the College curriculum and quality processes
- The professional requirements of staff to deliver the College services
- Specific needs identified within curriculum and support departments
- The need for staff to have recent employment and/or industry experience to ensure currency within their area of expertise

The College recognises that professional development embraces a broad range of activities to meet needs, such as

- Formal training

- Self-directed study
- Mentoring and coaching
- Involvement in development projects
- Opportunities for formal accreditation

Entitlement

All staff are entitled to:

- A systematic programme of induction and support, including health and safety, equality and diversity training and a copy of the Employee Handbook
- Clear information about the development opportunities that are relevant to their personal and professional development
- Discussion within the line management/appraisal process at which training needs and a programme of action are agreed
- A Continuing Professional Development Record in which to record their identified training needs and the activities undertaken
- Training and support on equality and diversity issues and strategies which are relevant to their work tasks

Access to professional development activities in individual cases will depend upon the importance that the College attaches to the activity, its link to strategic objectives and the resources available to meet the requirement.

Staff Development Activities - What to Expect

All new staff (and staff promoted, taking on additional responsibilities or transferring to a new job) undertake an induction programme, assisted by a guide or mentor, and will receive the appropriate training and development for that role. They have to be observed by the Principal towards Peer observation and if they are graded 1 or 2 they are fine. If they are graded 3 and 4 they need to go through the procedure as advised by their line manager. Those responsible for managing staff have a duty to ensure that induction training takes place.

- Essential Requirements Include:
- Health & Safety training for many staff.
- Equality & Diversity training for all staff.
- Induction training for all new staff to the College or to the role.
- Management / supervisory development are usually essential for managers.
- Performance Review training for those who appraise staff.

Recruitment & Selection training for staff who are involved in the recruitment process.

Failure to undertake essential training could lead to disciplinary action or removal from the role.

Staff (and those responsible for managing them) will be able to decide when a staff development course is an essential requirement, as this will be discernible from other College policy documents, or in a job description or contract.

Staff development can be achieved through a variety of means, including:

- Individuals learning through their work (on the job training) which may be assisted by coaching or mentoring or undertaking activities to update their skills and knowledge.
- Peer Observations, Meetings of staff, or away days - to explore ideas, review, plan and evaluate progress, and to disseminate good practice.
- Individuals (sometimes groups) taking time out of College to attend external courses, conferences, and leave of absence.
- Consultancy (external or internal consultants working with individuals or groups).
- Staff Development programmes of in-house events, which are run by the College for its staff.

Staff development activities need to be monitored and recorded. It will be important for staff and their managers to agree which activities count as staff development and keep appropriate records of participation. Agreement can be reached through discussion at review meetings and performance review.

Essential and encouraged staff development will usually take place during work time, and agreed costs reimbursed. Cover will be arranged where necessary. Part-time staff will normally be able to agree time-in-lieu or additional hours to cover this type of staff development, when undertaken during normal working hours but outside their usual pattern of work. On the other hand, some staff development activities, especially award-bearing courses, will involve study in the participant's own time, during evenings or at weekends.

The College also funds or provides staff development that individuals undertake out of personal preference. Attendance for most grades of staff needs to be agreed with those responsible for managing them. Agreement will depend on satisfactory arrangements being made to cover work. This kind of staff development may also take place in the evening or at weekends i.e. in the individual's own time.

9. Access to Staff Development & Appeal Procedures:

The College believes that staff should have access to the appropriate level of staff development. Where staff development is an essential requirement, this will be made available through the core staff development provision. Staff development that is encouraged will normally be identified between individuals and those responsible for managing them, through the performance review. It is the responsibility of the manager to ensure that the appropriate resources and cover arrangements are available for the staff development actions to take place. Progress should be monitored, and outcomes evaluated.

The difference between staff development that is encouraged and that which is personal preference must be clarified. Factors to be considered include:

- a. The relevance or value of the staff development activities that staff may wish to undertake.

- b. The amount of staff development that it is reasonable for any one member of staff to undertake in a given period.
- c. In the event that an individual shows reluctance to undertake staff development activities required by or agreed with managers the reasons for this should be explored and investigated and alternative approaches evaluated.
- d. Where a member of staff covers (with no additional payment) the work of someone undertaking a staff development activity, managers will need to ensure that, as far as is possible, arrangements are perceived as equitable by all concerned.

10. Evaluation of Staff Development Activities:

All staff development activities require evaluation. Managers should, together with individuals participating in staff development activities, evaluate the extent to which development activities undertaken achieve the intended objectives and, where necessary, agree appropriate next steps.

The planning process, including performance reviews that are used for identifying staff development needs, can be used to evaluate staff development activities. The evaluation of staff development undertaken in one period can be used to help identify the staff development needed for the next period.

Applying for support for courses and programmes of study: principles and procedures

Principles:

1. To qualify for college support (central or departmental) the proposed activity must be consistent with the objectives of the department and/ or the college. This should be endorsed in a statement of support by the applicant's head of department.
2. In all cases, support from college sources will depend upon the availability of resources.
3. To qualify for support, normally the member of staff will have been in post for over a year.
4. If the activity will enable the applicant to perform their duties more effectively but does not lead to any qualification, then support of up to 100% of the total costs for attending the event, including travel may be available.
5. Partial support for a programme leading to a recognised award or qualification for the individual may be available. If so, the member of staff will be expected to contribute a portion of the costs of the programme. Travel expenses and other related expenses (materials and examination fees) might also be claimed, in the same agreed portion. This does not include fees for professional membership of an institution unless these are a requirement for the entry to the programme. Recurrent membership fees will not be supported.
6. Staff undertaking accredited programmes under this scheme can normally be expected to be given leave of absence without loss of salary to attend scheduled sessions and to complete any formal assessment (examinations, etc) but this must be discussed with the Head of Department. Any additional study-leave, e.g. to prepare for examinations, should be negotiated with the Head of department.
7. It is expected that the applicant should remain in the employment of the college for the duration of the programme or event. The college reserves the right to reclaim all or part of its contribution if the employee leaves the college before the activity is completed, withdraws from the course or fails to complete within the designated timescale.
8. The college cannot undertake to support development activities retrospectively. Applicants should not make any commitments in advance of approval.
9. An evaluative report on completion of any of the activity should be made to the sponsoring department and, if centrally funded, to the manager.

Procedures:

1. Advice on the development opportunity may be sought from the Head of Department.
2. Application forms for financial support are available in hard copy from the finance manager. These will be required for all applications for support made to the staff development programme. The appropriate form should be completed and countersigned by the candidate's Head of Department and returned to the finance manager.
3. A panel of at least 2 will make funding / support decisions. A short interview/ discussion with the candidate may be arranged, if advice has not previously been sought. Negotiations will take place with line managers or heads of department at this point if costs are to be shared.
4. Candidates will be notified of the level of funding which has been agreed and a copy of the completed form, with arrangements for payment noted, will be returned to the candidate. In many cases the college can pay the full costs in advance and departmental and candidate contributions can be reimbursed internally. Arrangements for spreading repayments through the payroll can be made on request.
5. The Head of the department will monitor progress during the course or programme of study by contacting the candidate at regular intervals, will offer advice if appropriate and will mediate the course provider if problems arise.
6. This staff development policy and its implementation will be consistent with the aims and objectives expressed in our equal opportunities policy statement. Faculty and service annual planning reviews will consider staff development priorities in relation to equal opportunities issues and agreed faculty and services plans will take due account of equal opportunities considerations.

UK COLLEGE OF BUSINESS AND COMPUTING

STAFF DEVELOPMENT UNIT: APPLICATION FOR FINANCIAL ASSISTANCE FOR AWARD BEARING COURSES

Name: _____
Title: _____
Department: _____
Email Address: _____

Course Details

Title of award: _____
Awarding body: _____
Course provider: _____
Module or unit: _____
Start date: _____
Duration: _____
Date of final examination: _____
Details of expected costs: _____
Course and tuition fees: _____
Examination fees: _____
Course materials, books etc. _____
Travel: _____

I confirm that the applicant has been in current post for at least a year.

SIGNED:		DATE:	
NAME:		POST:	

APPLICATION APPROVED		DATE	
CONTRIBUTION AGREED		ARRANGMENTS FOR PAYMENT	