

Staff Development Policy

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Distribution to	All

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This policy is to be read in conjunction with Runway's Quality and Staff Induction Policies

Authorising Officer:

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Signature:



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Purpose

Runway Training has ambitions to be the best it possibly can and in doing so aims to ensure the development of staff through a robust Learning and Development Plan and policy to ensure our staff continue to be our greatest asset.

The strategic aims of our workforce strategy are:

- To attract and recruit the best people
- To develop a workforce that delivers excellence
- To have the appropriate staffing structure that supports the achievement of Runway Training's "Objectives" which are:
 - To provide a high-quality service that meets learners' and employers' needs
 - To provide effective advice and guidance to both learners and employers
 - To provide the most flexible solutions that match the needs of the employer
 - To provide qualifications that enhance the learners' skills and benefit the employer

Roles and Responsibilities

Overall responsibility for Staff Development rests with the Managing Director. The general responsibility for promotion, implementation and evaluation of Staff Development is delegated to the Head of Quality and assisted by HR. More specific responsibility for the development/training of members of staff lies with line managers.

Introduction

Staff Development is an essential factor which drives the quality and continuous improvement of our service. Staff are considered as this organisation's most important asset. The development of all staff is a vital element of the Runway Training's Workforce Strategy and as a consequence, encouragement is made for a continuing programme of professional development for individual members of staff appropriate to their role, the needs of the organisation and the career ambitions of our staff.

Definition

Staff Development can be defined as the identification of personal and professional needs of the individual member of staff and the devising of programmes to meet these needs within the framework of company's objectives. Staff Development can take many forms and covers formal training, attending seminars and workshops, networking, job secondments, mentoring and coaching. It is a core component of managing talent and developing staff to take on more challenging roles at a higher level.

Staff Development seeks to support and assist in the achievement of our objectives. An essential part of management responsibility is to recognise the importance of staff motivation and career development at all levels. CPD will be a planned process, with a personal development plan being reviewed on an annual basis as part of the annual performance review.

Aims

The broad aim of Runway Training's staff development framework is to offer and support a range of activities which:

- enable staff to develop skills and expertise which will be relevant to their individual needs and can be applied to their practice within their role
- respond to the particular needs and priorities of the company and its learners, employers and commissioners;

- reflect the priorities of identified curriculum development within company objectives
- accommodate and reflect national, regional and local needs and priorities for staff development
- create access and equal opportunities responding to the expressed needs of all staff together with a recognition of the training needs of specific groups
- include clearly identified and systematic procedures for short, medium and long term evaluation of provision and the effective dissemination of good practice

Staff Development Objectives

In order to achieve the aims listed, objectives must relate to Runway Training's overall strategic plan and continuous improvement plans. Each member of staff should know what is expected of them. The framework is reviewed annually to ensure current, workable and credible outcomes can be achieved. The objectives are to:

- actively improve employees' sector expertise, skills and performance
- actively support plans for staff development resulting from staff reviews and appraisals
- achieve the highest standard of professional excellence
- improve performance and to address poor performance
- prepare for changing duties and responsibilities, encourage new methods and techniques
- broaden experience and encourage career development across all departments
- improve and update existing qualifications, skills and knowledge
- enhance job satisfaction and maintain high levels of staff retention

Specific Continuous Professional Development arrangements for Apprenticeship Teachers, Traineeship Teachers, teaching staff, Assessors and IQAs are set out in our quality manual.

See Appendix 2

Funding

Funding for Staff Development is managed by HR. This budget is established on an annual basis as part of the annual planning process.

Funding will be discussed and agreed at Senior Management Team meetings for any course over £1,000. All other courses will be agreed locally, by line managers and within budget constraints.

Where possible, Runway Training will fund applications that it supports based on the following guidance – subject to funds being available:

- If the qualification is identified on the job specification, it will be fully funded
- If the qualification, course or seminar is identified as a Runway Training priority, it will be fully funded.
- If the qualification, course or seminar is beneficial to the individual and the organisation in the long term, the College/Business Unit will contribute 60% with the individual paying a 40% contribution. If the staff member agrees to partially pay for the course, then the cost would be spread over a set period of time (no longer than 1 year) with Runway Training paying the full fees upfront so the remaining part would operate through a staff loan scheme (interest free) and be reclaimed through pay.
- If the qualification is relevant to the role, but not necessary for the role it will not be funded, but salary sacrifice can be considered. It should be noted that HMRC rules apply and this training request would need to satisfy HMRC rules. Details about salary sacrifice for training can be obtained from HR

In all cases, if Runway Training is paying course fees in excess of £1,000, then staff would be expected to sign our training agreement and agree to pay back the course fees if they leave the Runway Training within one year of completing the training or if they do not complete the course.

This will be calculated on a sliding scale depending on the period of time that has elapsed since the course ended.

There is an obligation for staff attending training to support internal knowledge transfer by cascade learning gained for their studies as appropriate.

Process

Application - once a development need has been identified, the individual is expected to complete a Staff Development Form, clearly identifying the development need, strategic priority, cost and proposed impact. They will also be asked to report on how they intend to use and disseminate what they have learned. The application must be supported by their line manager who will add a supporting statement and ensure that the rationale for the development is robust.

Once the training request is received by the Head of Quality, it will be submitted to the next SMT meeting for a decision as to whether Runway Training will support the application and / or fund it. SMT will have six main options:

1. Fully fund the request – this will apply to courses that have already been identified on the annual training plan or fit within the strategic criteria.
2. Partially fund the request - this will apply to courses that fit within the strategic criteria, provide value for money, return on investment and would be useful but not essential for a member of staff to carry out their role.
3. Not fund the request but support it by other means i.e. time out to for study - this will apply to courses that would be useful but not essential for a member of staff to carry out their role – reasonable time out is at the discretion of the line manager
4. Defer decision to a later date – this would be if more information was needed or it was felt the course was necessary but not urgent to complete within the current academic year
5. Not support the application – this would apply to requests that do not fit any of the above criteria
6. Suggest that an application for funding through the salary sacrifice scheme may be available

The individual members of the SMT are responsible for managing their development budget and keeping records of this.

Communication

The Head of Quality will communicate decisions from the SMT, to the individual and their line manager. If deferred or a decision is made to not support the training, a clear rationale will also be given. The line manager should then discuss this and explain the decision to the individual. Where appropriate, the Head of Quality will book the training, event or other learning activity.

Delivery activities

A range of opportunities and activities, will be provided, such as in-house training programme (induction, Mandatory training, refresher training, contract specific), qualifications (internally and externally), professional up-dating, work experience and short courses.

Monitoring and evaluation

The process of monitoring and evaluation are central to issues of quality control of staff development programmes. Runway Training will assess the efficiency and effectiveness of programmes through a systematic approach to data and information collection on which sound judgements will be made for future improvements. Both monitoring and evaluation are continuous, formative and/or summative.

Contractual qualifications

Staff newly appointed into roles within the organisation, or new to the organisation may be expected to undertake a qualification as part of the requirements of the offer e.g. IAG, teaching qualifications.

This qualification will be identified on the job specification and it will be made clear both at interview and in the formal job offer that it is an expectation that this qualification is usually undertaken outside of working hours. A timescale will also be discussed and agreed. Runway Training will support any such qualifications as in point 6 above, subject to affordability.

Mandatory Training

All staff are expected to complete Mandatory training in:

- Safeguarding
- Prevent
- Health and Safety
- Equality and Diversity
- Data Protection (GDPR)

We encourage staff to also complete qualifications in:

- Mental health Awareness
- Information, Advice and Guidance

Supervision

As part of the quality assurance and staff development processes all Assessor/Trainers and Functional Skills Tutors will receive regular monitoring and a yearly Appraisal. The table below outlines the responsible manager. Where concerns are identified the Quality Manager should be informed in order for a programme of development to be started in accordance with Runway Training’s Capability Policy.

Delivery Staff	Monitoring method	Frequency	Responsible Manager
Assessor/Trainer	1:1	Every 4-6weeks	Apprenticeship Manger
Functional Skills Tutor	1:1	Every 4-6weeks	Operations Manager/Project Manager
Assessor/Trainer	Appraisal	Yearly	Apprenticeship Manger/Quality Manager
Functional Skills Tutor	Appraisal	Yearly	Operations Manager

Observations

All delivery staff are to be observed twice yearly as part of the Observation of teaching, learning and assessment policy and are to receive a minimum of one IQA observation per year. The IQA observation can be carried out by the Assessor/Trainers IQA, the Lead IQA or alternatively the Quality Manager or another member of the OTLA team.

Assessor/Trainer/FS Tutor Support

Where it is identified that the Assessor/Trainer (either trainee or qualified) would benefit from additional support visits these can be arranged and given by either another a sector specific qualified Assessor/Trainer, Internal Quality Assurer or Quality Manager these should be put in place in addition to IQA observations.

Assessor/Trainer/FS Tutor Monitoring

One to one support meetings are to be given to Assessor/Trainers every 4-6 weeks depending on Assessor/Trainer need and learner cohort. These meetings are to be led by the Apprenticeship Manager, Operations Manager or Quality Manager. These meetings will look at Assessor/Trainer/Functional Skills Tutor achievement rate, overall learner progress and individual needs and the monitoring of any training needs identified as a result of Observations or Internal Quality Assurance.

Observation of Assessor/Trainer/FS Tutor

A record of the assessment will show diverse evidence. The Assessor/Trainer competence will be monitored against the CAVA performance requirements. This will happen through observation of Assessor/Trainer with their learner(s), sampling of work and interviewing the learner. The degree of Assessor/Trainer observation will vary depending on the Assessor/Trainers' RAG status. See scale in previous section for requirements.

Functional Skills tutors will be observed in accordance with Runway Training Observation of Teaching, Learning and Assessment policy. Observations of Functional Skills Speaking and Listening assessments will be completed and performance monitored against the CAVA requirements.

All observations will be monitored against the requirements of the Awarding Body and the Further Education and Skills Inspection Handbook (Ofsted).

An observation schedule will be developed when the Assessor/Trainer starts. This may be subject to change and outside factors. Observations will be scheduled in the following areas:

- Assessor/Trainer Observation Pro-forma (IQA observation) (Appendix 18)
- Observations of Teaching Learning and Assessment (OTLA) (Appendix 19)
- Learner Reviews (Appendix 20)

Observations will take place twice yearly unless additional support is needed in response to concerns raised or training needs are identified. Observations will cover:

- Sign-up
- Inductions
- On-programme learning
- Learning objectives
- Assessment
- 8 weekly reviews
- End of programme reviews

Where poor performance is identified Runway Training will support the member of staff in accordance with its Capability Policy, putting in place the relevant training and development needed to improve skills/knowledge and overall performance.

For further information on Staff Development please refer Runway Training's Quality Policy and Staff Induction Policy

Appendix 1

CPD LOG

Name:		Job role:		Today's date:	
Date of activity	Length of Activity (Hours)	What did you do?	Reason for CPD activity	What did you learn from this?	How have/ will you use this? Any Further action

Additional Supporting Statement:

Further development booked or currently doing:

Further development I would like to do:

Appendix 2

Taken from Runway's Quality Assurance Policy

Continuous Professional Development

It is necessary for Apprenticeship Teachers and IQAs to maintain a record of evidence of their continuous professional development (CPD). This is necessary to maintain current skills and practices within their given industry.

The table below contains recommendations of methods that can be utilised for CPD purposes.

Updating occupational expertise and skill to meet employee, customer and organisation needs	<ul style="list-style-type: none">• Internal & external work placements• Work experience and shadowing• External visits to other organisations• Updated and new training qualifications• Training Sessions to update skills• Visits to educational establishments• Trade Fairs
Keeping up to date with sector developments and new legislation	<ul style="list-style-type: none">• Relevant sector websites• Membership of professional bodies• Papers, documents on legislative change• Networking events• Staff Development days• Seminars, conferences, workshops, including those offered by Awarding Bodies
Standardising and best practice assessment	<ul style="list-style-type: none">• Regular standardisation meetings• Sharing best practice through internal meetings, newsletters & email• Comparison of assessment and verification in other sectors• Attending Awarding Body meetings, seminars & workshops

CPD will be a planned process, with a personal development plan being reviewed on an annual basis as part of the annual performance review.

Where the IQA responsible for the Apprenticeship Teacher identifies any training needs these should be discussed with the Quality Manager and a development plan negotiate and put in place with the Apprenticeship Teacher

IQA development needs should be discussed The Quality Manager and a development plan negotiated and agreed.

Development plans may be updated in between annual reviews in response to concerns raised during Apprenticeship Teacher observations, sampling and learner feedback.

Apprenticeship Teacher and IQAs are responsible for keeping their CPD records up to date and should provide a copy to the Centre Manager at the end of every academic year.

The Centre will ensure that these records will be made available to the AO for examination.

See Appendix 18 for Professional Development Review pro-forma

See Appendix 19 for CPD Record pro-forma