



STAFF TRAINING & DEVELOPMENT POLICY

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1 STAFF DEVELOPMENT POLICY

A. Introduction

This policy applies to all staff and has been revised taking into account the following:- the Joint Agreement on Guidelines for the Training and Development of Employees in Further Education colleges made between AOC and the Trade Unions in January 2001 (updated in May 2009), which is built on the statutory framework set out in the Employment Relations Act 1999.

- developments in PBE's vision, mission and Strategic & Development Plans,
- the outcomes of successive successful Internal quality reviews,
- SAR, lesson observations, Performance Reviews and Ofsted requirements, and
- strategic priorities and new Government initiatives.
- Responsibility for the planning and evaluation of staff development is shared between Human Resources and Quality.

B. Setting the policy in context

PBE Mission

Our mission is 'to inspire and enable learners to achieve their goals and to provide the skills and qualifications needed in the economy'.

PBE Values

At PBE our key values and beliefs are:

- We put learners' success at the heart of everything we do
- We have high expectations and aim for excellence
- We promote mutual respect and celebrate diversity
- We are committed to teamwork, sharing good practice and partnerships
- We promote a culture of openness and transparency
- We do not tolerate harassment or discrimination
- We support the development of the life and social skills of our learners: for example, by encouraging their involvement in community or charitable activities.

C. Staff development philosophy

One of PBE's strategic themes is: "Developing and investing in our staff to provide a responsive and flexible workforce". The Policy is based on the belief that staff all need, constantly, to reflect on and improve their skills to ensure that they are fully competent to meet the requirements of their job and continue to develop their knowledge throughout their careers.

PBE recognises that its employees are its most valuable asset and that their skills and motivation are crucial to its success and therefore places a high priority on providing opportunities for the training and development of its staff in order to raise standards of practice and improve the quality of students' learning and PBE experiences.

PBE aims to develop the diversity of knowledge, skills and qualifications of its staff in order to meet the objectives laid out in PBE's strategic plan.

All employees will be supported to receive appropriate training and development in order to meet these aims and to support changes in procedures, curriculum, technology or individual responsibilities. An effective training and development policy can be a crucial factor in addressing inequalities in employment in relation to race, age, gender, gender identity, disabilities, sexual orientation, religion or belief and employment status. Accordingly, no category of employee will be treated less favourably and denied access to training and development support because of their contract of employment or because of any act, or deliberate failure to act, by PBE.

Training will be carefully planned and controlled to ensure that staff receive training of the right quality, that is relevant to job function and appropriate in terms of content, method of delivery and accessibility, and PBE obtains value for money.

D. Support for staff

Staff development is intended to support employees to do their job to the best of their ability in order to improve the overall effectiveness of PBE by increasing student achievement and success.

E. Identification of staff development needs

Individual

(a) Employees should use their mid-year and annual performance review to identify, discuss and agree development and training targets with their manager. These targets will be designed to enable PBE to meet its strategic objectives.

(b) However, this should not be the only occasion when staff and their line managers discuss their staff development needs – it should be a continuous process. Managers and employees are jointly responsible for planning and ensuring achievement of staff development targets through the job review process.

(c) Some staff development needs will be identified as a result of lesson observation. Managers of curriculum departments have a responsibility to ensure that these development plans are implemented effectively.

(d) The Quality Team and mentors will give advice on the best way to meet targets and development needs arising from performance reviews or lesson observation.

(e) In addition, any of the staff listed above may identify staff development needs.

It is important to note that not every problem related to performance can be rectified by staff development or training. Procedures, work organisation and individual commitment also play a part

and should be monitored closely by the line manager. PBE needs its employees to have the skills and knowledge to enable it to meet its strategic objectives.

In addition to needs identified by individuals, PBE's staff development plan therefore takes into the account the following:

- ❖ PBE mission
- ❖ PBE's Values
- ❖ The strategic objectives of PBE
- ❖ The current and future direction of curriculum of PBE
- ❖ The operational objectives of the departments
- ❖ The Equality & Diversity Policy
- ❖ The statutory requirement for FE teachers to be qualified
- ❖ Requirements set by awarding bodies and other agencies
- ❖ Any requirements for core competencies
- ❖ Professional, vocational and workplace updating
- ❖ Any requirements for organisational change
- ❖ Operational team or personal performance requirements
- ❖ Self-assessment and action planning at department, team or individual level
- ❖ The need for staff to be updated on relevant legislation and government and local SFA targets and initiatives eg H & S, Food Hygiene

F. Staff Development Planning

Staff development needs identified at individual performance reviews are prioritised by managers to form a plan for their area, recorded on Form PDO6 at the end of the annual cycle of performance reviews mapped to the strategic themes and improvement plan and sent to the Quality Office. These, with the organisational needs and SAR Improvement Plan, determine PBE Staff Development Plan which is compiled annually. The Plan is then submitted to the Senior Management Team (SMT) for approval who will prioritise the themes and the budget allocation according to needs. The main themes in the Staff Development Plan will vary each year depending on strategic priorities, national and local educational policies and this will impact on the content of the staff development programme offered internally to staff to meet PBE's needs and the allocation of staff development resources as support for staff development from the budget. The Plan is updated during the year to include newly identified needs which should be submitted to the Quality Office as a request for staff development.

Employees are encouraged to take overall responsibility for their own continuing professional development. Teachers are responsible for maintaining a record of CPD which they may submit to PBE annually.

G. Staff development budget

PBE's staff development/training budget is determined annually as part of the budget setting process. SMT will determine the allocation of the budget to the main themes based on strategic priorities.

H. Types of staff development

(a) People learn primarily from experience and staff are encouraged to share their learning with their colleagues through the supported experiments scheme. Sharing good practice with new, existing employees and job changers is recognised as a valuable means of promoting excellence in the workplace.

(b) A first day induction is provided by HR for all new employees when they start work at PBE. Line managers are responsible for inducting the new member into the department (which may be planned over their first few weeks at PBE) and for ensuring that their new staff attend PBE Induction programme. This is held at intervals during the year as set out in PBE calendar, normally at the beginning of each term.

(c) In addition, an Academic Staff Induction programme is organised by the Quality team every term for all permanent academic staff, (full time and fractional). Attendance is mandatory and monitored during the probationary period.

(d) An induction checklist (available from SharePoint) should be completed on a member of staff's first day by their line manager, this is very essential in order they are given sufficient information to enable them to settle in and work effectively as soon as possible.

(e) A mentoring scheme is in place, in which new teaching staff will be supported by a mentor during their first year. In addition all staff on the teacher education programme will receive support from a mentor from the Teacher Education team.

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(f) Staff may be supported to attend external short courses, seminars and conferences to

(g) Staff will be supported to attend qualifying courses if there are sufficient funds, if the course is necessary for their current or future work and if it fits in with PBE's strategic plan and Staff Development Plan.

(h) A minimum of four PBE directed development days will be planned and organised each academic year to meet strategic priorities, and any individual and organisational needs in the Staff Development Plan. The dates will appear in PBE Calendar so that managers and staff can plan their attendance and avoid booking annual leave on those days. All staff are expected to attend these days.

(i) Permanent teaching staff will carry out 4 days PBE or work related activity which will be determined by their line manager or by senior management.

(j) Other in-house training and development events to meet individual and organisational needs may be arranged. This may include courses delivered by an external organisation on PBE premises.

(k) Research that is relevant to the job is also considered to be an important staff development activity. Employees who are interested in pursuing research activities should in the first instance discuss it with their line manager.

(l) All employees will be expected to attend meetings required by their job and this is also an opportunity to share best practice. Managers will try to arrange such meetings at mutually convenient times.

I. Qualification courses

Employees will be encouraged to study for qualification courses relevant to their job or for career development within their job.

(1) Teaching qualifications

Staff new to teaching on or since 1st September 2001 are required by legislation to be fully qualified to teach and this is incorporated into their contract of employment. For staff employed in a teaching role since this date, and before September 2007, a full-time member of staff has to achieve, as a minimum qualification, Level 3 of Education and Training or its equivalent (PGCE, Cert Ed, QTLS) within 2 years of the start date of the first course they might reasonably attend after they start to teach. Fractional staff have to achieve the same within 4 years. Sessional staff have to achieve a qualification at the level that is relevant to their post. From September 2007, all staff new to teaching and all staff new to post (whether fulltime, fractional or sessional) will be required to register with the Institute for Learning (IfL) and work towards a qualification at level 5 which will accord them Qualified Teacher Status (QTLS). This requirement is incorporated into their contract of employment.

All staff enrolling on a teaching qualification will be required to apply for any bursary that may be available to fund the cost of the training, and to complete the relevant application form to record their application for the course. They will also be required to sign a loyalty agreement. Employees will be required to enrol on the next available appropriate teaching course for their post provided by PBE, and the fees charged will be off-set against the bursary.

(2) Other qualification courses An employee who wants to seek support from PBE for a qualification course should discuss it first with their line manager at performance review. If supported, the request will then be taken to SMT for consideration for approval. Employees are responsible for ensuring that the course is at the right level for them and that they have the resources and commitment to succeed.

Employees will be expected to undertake their studies outside normal working hours. If it is not possible to do so, the time should be made up in agreement with their line manager. Employees wishing to enrol on a course run by PBE may only do so after the main enrolment period has ended so they are not taking the place of a fee paying student. They may only attend if the course is an evening course related to their job, and they attend outside their normal working hours.

a) Fees

PBE will meet a proportion of the cost of an approved course of study. A proportion of the fees to a maximum of 70% will be paid by PBE with a minimum of 30% paid by the employee but this will depend on the budget allocation each year and the relevance of the course to the role currently undertaken. The 30% will be deducted from the employee's salary over a six to ten month period, depending on

the stage in the financial year when the course commences. In all cases the payment must be fully recovered by July. If an employee has to resit a period of study and/or examination, the full costs must normally be paid by the employee. On successful completion of the resits, staff may apply for support for further years of study. In extraordinary circumstances, the employee may request a percentage of funding for resits.

If an employee withdraws from a course being paid for by PBE, they will be asked, to repay PBE's contribution to their fees. Subsequent applications for courses by the same employee will be considered at the discretion the employee's line manager and SMT.

b) Progress Reports

As a requirement of continuing financial support for qualifications delivered by an external organisation, employees will be required to provide reports to HR on their progress. Forms for this purpose will be sent direct to the organisation.

PBE reserves the right to withdraw support for the course if attendance is not regular and there are no mitigating circumstances.

C) Study Leave

Special leave will be granted for attendance at each exam in the first year of study. In addition, one day's paid study leave may be granted for each exam to be taken, up to a maximum of five days for the year. This should be requested and authorised by the line manager. Any revision time necessary in excess of this must be taken as annual leave or unpaid leave, and is given at the discretion of the line manager in consultation with HR. No additional time will be granted for resits.

d) Recovery of Costs

(i) Qualification Courses

If an employee leaves PBE within 1 year of achieving a supported qualification, (at a cost of £300 or more to PBE), PBE reserves the right to reclaim all or part of the costs that have been paid by PBE. This condition will be explained to each individual at the outset of their course. The Quality Office will ensure that the employee signs a Loyalty Agreement agreeing to this recovery of fees when they apply for support.

(ii) Short courses/conferences

For attendance of all short courses/conferences costing more than £400, the Quality Office will ensure that the employee signs a Loyalty Agreement agreeing to the recovery of fees should they leave PBE within 1 year of attendance. PBE reserves the right to reclaim all or part of the costs that have been paid by PBE.

e) Books

If an employee chooses to study for a qualification by distance learning, and there are no enrolment/course fees, but the cost of books is incurred, then PBE may at its discretion consider to pay for the cost of those books as an alternative to paying course fees but in the same proportion as agreed for fees (paragraph a) refers). Alternatively where the books are relevant to current PBE courses and can be added to the existing book stock, PBE will purchase the books on the condition that they are returned to PBE once the course is completed and remain the property of PBE at all times.

f) Travel and Subsistence costs

Under no circumstances are travel or subsistence costs incurred in attending a qualification course elsewhere paid.

J. Non-attendance of short courses/conferences

If an employee is unable to attend an external event paid for by PBE, it is their responsibility to find a replacement and inform the Quality Office and the course provider. If no one is able to attend the course in place of the original applicant and the fee has been paid, the relevant Director will be notified and an explanation sought to establish the reasons for non-attendance. If the reason is unsatisfactory to PBE then the employee will be liable for the cost of the course. This will also be taken into consideration when further applications for support from the staff development budget are submitted from that Department.

K. Professional subscriptions

No payment of membership of a professional organisation will be made either during a period of study, or once the employee has achieved the qualification.

L. Career development

As part of PBE's commitment to the development of its staff, suitably qualified and experienced employees are encouraged to apply for posts in PBE. These are circulated internally. In addition, to help staff build their CV, they are encouraged to take on projects or 'act up' to a role.

M. Equal opportunities

PBE needs all its employees to have the skills and knowledge to fulfil their role as effectively as they can. PBE Development Days and other staff development and training events are therefore timetabled at different times and on different days throughout the year and events often repeated. This is to ensure that all staff, whatever their contract or other commitments, are able to benefit from and have equal access to the training and development opportunities provided.

2 STAFF DEVELOPMENT PROCEDURE

1. Attendance at development days Teaching staff are contractually obliged to attend at least 4 development days a year. The development days will, whenever possible, be scheduled flexibly to ensure all employees on all contracts can attend during their normal working hours. Some development days will consist of a series of workshops; employees should agree attendance with their line manager and then book a place. Some days will be more directed and will consist of teams working together with their manager on a particular issue common to them all. Some days will contain events that are mandatory for all or some staff. Some development days will contain all elements. In all cases the Quality Office is responsible for organisation, marketing, bookings and evaluation.

2. Applications for external staff development events/courses All applications for external staff development courses (i.e those within the approved staff development plan) should be made by completing one of the following forms:

PD01 Application for attendance of a short course/conference

PD03 Application for attendance at a qualifying course, whether continuing or new

The course details and application form should be attached to the form and returned to the Quality Office. All applications must be approved and signed by the line manager, Director, Senior Director of Quality & Staff Development and member of SMT. All applications will be referred to SMT for a final decision and no commitment should be made until approval has been granted.

A member of staff applying to continue on an existing supported qualification course must provide a copy of at least one progress report from the previous year before approval will be given.

3. Support for external events

No course can be booked before authorisation of availability of funds. The employee or department will be responsible for paying the full fees and any cancellation fees if this procedure is not followed.

Within the limit of its resources, PBE will aim to pay course fees, exemption and exam fees, travel to conferences and accommodation for an essential overnight stay. VAT must be stated on the form as it is a cost that PBE must pay. If subsequently the actual costs for items (e.g. travel) prove to be higher than the figure stated on the form, the difference will not be met by the Staff Development budget.

The budget will be checked and, if the course is appropriate, money is available and SMT approve the cost, notification will be sent back to the staff member via email. Expenses will be paid once an evaluation form has been completed.

4. Payment for staff development

Invoices for staff development approved from the Staff Development budget should be sent to the Quality Office for authorisation and coding.

When PBE has given financial support for a qualifying course, relevant form must be completed to enable PBE to reclaim the employee's contribution to the costs from their salary.

5. Completion of a qualification course

HR should be notified of an employee's successful completion of any qualification so that the Principal can acknowledge achievements and staff files updated.

6. Recording of staff development

All staff development provided internally will be recorded by the Quality Office on the employee's record. Staff are able to access their staff development record to be provided to their line manager for their annual performance review. This enables individuals to acknowledge the benefits of the training and provide a record of their continuing professional development.

7. Evaluation of staff development

Employee's and their managers are expected to evaluate the effectiveness of training and development, its impact on knowledge, skills and performance, and to provide feedback for dissemination. This may be requested following individual attendance on a programme or conference, or PBE development days. The outcomes will feed into the overall annual evaluation of PBE Staff Development plan.

(a) External events – the evaluation form sent to the member of staff when their 13 application is approved should be completed and returned to the Quality Office within two weeks of the completion date of the event. Expenses will only be authorised for payment once an evaluation form has been completed.

(b) Evaluation of in-house events should be completed at the end of the event. The Quality Office will send an email to the member of staff containing a link to the evaluation form.

(c) Line managers will discuss the impact of staff development events at performance reviews and should also aim to do this immediately after the event.

(d) The Quality Office will use evaluations to carry out an annual review of staff development, which will include an assessment of the impact of development provided, to SMT. Needs that

have not been met will only be carried forward to next year's staff development plan if they are still relevant. As part of this evaluation, PBE will aim to ensure that there is no discrimination on the grounds of gender, gender identity, sexual orientation, religion or belief, age, race, ethnic or national origin, or disability, and that all staff - full time, fractional or employed on a sessional basis - have had equal access to training and development opportunities.