



Heart of England Training Ltd

# Staff Professional Development

## Policy 2022



# 1. Introduction

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This policy applies to all staff and has been revised taking into account the following: Developments in the Heart of England Training's vision, mission and Strategic & Development Plans, self-assessment report, lesson observations, performance reviews, Ofsted requirements, external awarding bodies, strategic priorities, customer needs and new government initiatives.

Responsibility for the planning and evaluation of staff development is shared between Quality Improvement Systems team, Directors and Managers.

## Setting the policy in context

Heart of England Training's Mission

**Our mission statement is** *'To deliver outstanding apprenticeship training and support throughout all our sectors'.*

**As an organisation, we share a common set of values across everything we do:**

- *Continually strive for excellence*
- *Act with integrity and be respectful at all times*
- *Responsive and flexible to learner and employer needs*
- *Encourage and support high aspirations*

## Staff development vision

**Our vision is** *'To be recognised as one of the best apprenticeship training providers in the country whilst responding quickly and efficiently to the emerging needs of local and national businesses and where apprentices and staff can be the best they can be'.*

We aim to develop and invest in our staff to provide a responsive and flexible workforce and raise the quality of teaching, learning and skills to improve performance.

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.

Heart of England Training 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 learners' learning, experiences and professional life.

Heart of England Training aims to develop the diversity of knowledge, skills and qualifications of its staff in order to meet the objectives laid out in the Heart of England Trainings 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 Heart of England Training.

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

## 2. Support for staff

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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 Heart of England Training by increasing learner skills, performance, achievement and success.

However, in addition to the different types of staff development described on subsequent pages, the following may also provide support and development to staff:

- Managers and leaders
- Internal quality assurance
- Assessors
- Trainers
- Mentors
- Safeguarding leads
- Equality, Diversity and Inclusion leads
- Health and safety leads
- Maths, English and ICT leads
- Marketing and Recruitment • Quality improvement team
- Office Administration team
- Mentoring team
- Counsellor
- Staff training and development lead

### Identification of individual staff development needs

Employees should use their bi-monthly, or monthly for those staff within probationary period, performance development review reviews and annual 360 degree appraisal performance review to identify, discuss and agree development and training targets with their manager. These targets will be designed to enable the Heart of England Training to meet its strategic objectives.

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.

Some staff development needs will be identified as a result of observation of teaching learning and assessment lesson observation. Managers of curriculum departments have a responsibility to ensure that these development plans are implemented effectively.

The Quality Team and Observation of teaching learning and assessment team/managers will give advice and coaching on the best way to meet targets and development needs arising from performance reviews or lesson observation. All delivery staff are fully monitored and supported through a robust IQA strategy with Observation of Teaching, Learning and Assessment (OTLA) procedures, with delivery benchmarked against the Common Inspection Framework (CIF). All Staff under-go observation regularly in line with the full in-service training schedule to reinforce our expectations around the quality of delivery, training and assessment. A quarterly training agenda is produced detailing all in-service training workshops alongside a full observation schedule for all staff. Trainers not attaining the required minimum gradings for their classroom observations are required to undergo further, more intensive, observations and feedback sessions with their mentor over a set agreed duration to ensure they achieve and exceed the required minimum gradings for observations.

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.

### **Heart of England Training**

Heart of England Training needs its employees to have the sector skills and knowledge to enable it to meet its strategic objectives and performance. In addition to needs identified by individuals, Heart of England Trainings staff development plan therefore takes into the account the following:

- The Heart of England Training mission
- The Heart of England Trainings Values
- The strategic objectives of Heart of England Training
- The current and future direction of curriculum of Heart of England Training
- The improvement of teaching and training knowledge skills and performance within the curriculum
- The operational objectives of the departments
- The Equality, Diversity and Inclusion Policy
- The safeguarding and prevent policy
- Requirements set by awarding bodies and other agencies
- 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 e.g. Prevent, Safeguarding etc.

### **Staff development planning**

Staff development needs identified at individual performance reviews are prioritised by managers to form a plan for their area, recorded on individual performance development review cycle of performance reviews mapped to the strategic themes and quality improvement plan.

These, with the organisational needs and self-assessment report and Quality Improvement Plan, determine Heart of England Training Staff development plan which is compiled annually by the Quality Team.

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 Heart of England Trainings needs and the allocation of staff development resources as support for staff development from the budget. The plan is also discussed at Directors meetings on a monthly basis.

Employees are encouraged to take overall responsibility for their own continuing professional development, these are monitored at staff personal development review's for compliance. Trainer/assessors are responsible for maintaining a record of continuous professional development which they may submit to IFL/awarding organisations annually.

### Staff development budget

The Heart of England Trainings staff development/training budget is determined annually as part of the budget setting process. Directors will determine the allocation of the budget to the main themes based on strategic priorities.

### Types of staff development

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

A first day **induction** is provided by HR for all new employees when they start work at the Heart of England Training. Line managers are responsible for inducting the new member into the department (which may be planned over their first few weeks at the Heart of England Training) and for ensuring that their new staff attend the **Heart of England Training Induction programme**. This is held at intervals during the year as set out in the Heart of England Training and development plan.

In addition, and **Training and Development Staff Induction** programme is organised by the managers. Attendance is mandatory and monitored during the probationary period.

An induction checklist 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.

A **mentoring** scheme is in place, in which new teaching staff will be supported by a mentor during their first six months. In addition all staff on the teacher education programme will receive support from a mentor from the staff training education lead

Staff may be supported to attend **external** short courses, seminars and conferences to develop or update their subject knowledge and skills. Employees will then be responsible for cascading down their newly acquired knowledge to colleagues, either informally or formally. Approval will depend on the cost of the course, relevance to departmental or Heart of England Training

priorities, individual needs, other support already in place, previous training and development and the practical arrangements required to facilitate attendance. If a request for staff development support is rejected, the member of staff may refer the matter to the staff grievance procedure.

A minimum of four **Heart of England Training and sector knowledge development days** are planned and organised each contract year to meet strategic priorities, and any individual and organisational needs in the Staff Development Plan. The dates will appear in the Heart of England Training Events 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.

Other **in-house training** and development events are planned to meet individuals and teams, Heart of England Training-wide department needs may be arranged. This may include courses delivered by an external organisation on Heart of England Training premises.

**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.

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.

### 3. Qualification courses

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

#### Teaching qualifications

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, Stage 3 of the City and Guilds 7407 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. Part time staff have to achieve the same within 4 years.

From September 2007, all staff new to teaching and all staff new to post (whether fulltime, or part time) will work towards a qualification at level 4. They will further be offered the opportunity to work towards the level 5 qualification and gain Qualified Teacher Status (QTLS), should they wish to. They will also be required to sign a training agreement.

Employees will be required to enrol on the next available appropriate teaching course for their post provided by Heart of England Training, and the fees charged will be off-set against the course.

#### Other qualification courses

An employee who wants to seek support from the Heart of England Training for a qualification course should discuss it first with their line manager at performance review. If supported, the request will then be taken to their manager's 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 wishing to enrol on a course run by Heart of England Training may only do so after the main enrolment period has ended so they are not taking the place of a fee paying learner

## **Fees**

Heart of England Training will meet all of the costs of an approved course of study. If an employee withdraws from a course being paid for by the Heart of England Training, they will be asked to repay the Heart of England Training 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.

## **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.

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

## **Equal opportunities**

The Heart of England Training needs all its employees to have the skills and knowledge to fulfil their role as effectively as they can. Heart of England Training 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.

## **4. Staff development procedure**

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### **Attendance at development days**

Teaching staff are contractually obliged to attend at least four sector knowledge 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.

All staff are expected to achieve the 30-50 hour requirement for sector specific continuous professional development

Within the limit of its resources, the Heart of England Training will aim to pay course fees, exemption and exam fees, travel to conferences and accommodation for an essential overnight stay, (see Travel and Subsistence Policy). VAT must be stated on the form as it is a cost that the Heart of England Training must pay.

### **Completion of a qualification course**

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

### **Recording of staff development**

All staff development provided internally will be recorded by the individuals and their managers on the employee's record. Staff are able to access their staff development record via 'Heart of England Training folder within the centralised drive' 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.

### **Evaluation of staff development**

Employees 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 following team or Heart of England Training-wide development days. The outcomes will feed into the overall annual evaluation of the Heart of England Training Staff Development plan.

External events – the training and development form should be completed and saved within two weeks of the completion date of the event.

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

The training and development lead will use evaluations to carry out an annual review of staff development, which will include an assessment of the impact of development provided, to managers. 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, the Heart of England Training 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.



This policy is reviewed annually by the company directors.

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