

## **Quality System**



## **Policy Number**

HRM010

## **Policy Title**

Staff Development Policy

## 1. Introduction

NC Group values its employees and their expertise and understands the impact they have in contributing to its continued success. NC Group recognises the importance of developing all its staff to recognise their contribution in supporting these core values.

This policy provides guidance to employees of NC Group Ltd, learners and stakeholders in ensuring staff are engaged in and understand the value of Continuous Professional Development. This policy outlines the responsibilities of staff members and managers.

## 2. Vision

It is NC Groups vision that all staff will actively engage in their own professional development, undertaking a range of activities to support them in excelling within their roles at NC Group and as practitioners within the adult and FE training sector.

The main aims of this policy are to:

- Promote a culture of professional development
- Provide a consistent approach towards identifying, and supporting all staff development

For the purposes of this policy, CPD is any activity which enables a member of staff to be more effective in carrying out his or her professional duties and this policy applies to all staff. This applies to centrally coordinated courses, in house activity, infill onto commercial courses or external attendance at events, e-learning, workshops, work shadowing and part time extended courses. NC Group will aim to support individuals through a variety of means within the prevailing budgetary provision and identified business need

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

No member of staff will be treated less favorably when accessing development opportunities on the grounds of any protected characteristic as defined by the Equality Act 2010

NC Group also recognises certain minimum standards associated within specific roles which must be met through appropriate CPD activities.

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### 3. Responsibilities

#### 3.1 All members of staff

All staff are expected to take personal responsibility for their own development by:

- Working in partnership with their line manager to identify and prioritise the knowledge, skills and behaviours they require to develop within their current role and which they may require in the future
- Working in partnership with their line manager to identify ways in which the identified knowledge, skills and behaviours can be developed, and then by actively pursuing and participating in agreed development opportunities
- Maintaining on a regular basis the currency of the professional/vocational expertise which is specific and appropriate to their role
- Maintaining an accurate record of their Continuing Professional Development (CPD) activity through timeous recording of that activity in their CPD log.
- Engaging in mandatory CPD in Health & Safety, Safeguarding, GDPR, online safety, PREVENT, and Equality & Diversity training every year.

#### 3.2 Members of Academic staff

All newly appointed teaching staff without a teaching qualification and/or with less than three years' experience as a teacher in Further / Adult Education, are required to:

- All trainer/assessors must achieve both the Assessing and verifying qualifications awards within 18 months of appointment
- All level 2 and 3 trainer assessors must achieve a L3 teaching qualification as essential to carrying out the role
- All academic staff who are involved in peer observation/Observation of Teaching, Learning & Assessment (OTLA) will attend annual mandatory observation training
- All staff who have an identified area for improvement from the action plans associated with the OTLA/peer reviews must attend mandatory teaching and learning/lead practitioners' workshops.
- All staff who are identified to share best practice must endeavour to do so

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### 3.3 Staff with H&S responsibilities

- All designated first-aiders are required to have a relevant and current First Aid qualification
- All designated fire marshals are required to have recently attended a fire safety training session

### 3.4 Members of staff involved in management activities

- Ensure that staff development is integral to the operational and/or curriculum plans appropriate to their team or department
- Create a climate within which the staff under their line management are encouraged and supported to develop and to engage in CPD which is appropriate to their role and future aspirations, within the context of the aims and objectives of the Company strategic, operational and curriculum plans, and to recognise the efforts and successes of their staff in relation to this
- Support and facilitate the induction process of new members of staff under their line management, and also of staff under their line management who are appointed to a new role and/or given new responsibilities
- Engage in the Personal Development Planning (PDP) and Performance Review (PR) process with each member of staff under their line management, in accordance with the agreed organisational planning cycle.
- All staff in designated management roles are required to attend NC Groups leadership development programme

### 3.5 Members of staff involved in business support activities

- All administrative staff must take part in relevant IT training (and any updates required)
- Those support staff who come in to contact with learners are required to undertake mandatory training and annual updating in Health & Safety, Safeguarding GDPR, online safety and Equality & Diversity training every year

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#### 4. Identification and Prioritisation of Development Needs

- Staff will be recruited into the company in accordance with the Business Plan and the Staff Recruitment and Selection Policy.
- Initial development needs which are identified through the application and/or interview process will be noted and discussed by the line manager and the new employee at the induction review stage, and targets will be set at that time to address such needs timeously and effectively.
- Development needs may be identified and prioritised in accordance with plans to provide for succession, continuity, and the development of NC group staff to meet future operational requirements. These will be considered in two categories:
  - Employees' sector expertise, skills and performance
  - Employees' teaching & training knowledge and skills
- The Personal Development Planning and Performance Review process provides staff and line managers with the opportunity to review an individual's performance. They may then consequently identify, and plan to address, learning and development needs which are appropriate to the competences required by that individual in their current role, and/or which are appropriate to the strategic and operational aims and/or objectives of the company. An individual's personal aspirations will also be recognised, and actions may be planned which incorporate these, with the proviso that such actions are also appropriate to the strategic and/or operational aims and objectives of the company.
- An individual's development needs will be prioritised in consultation and agreement with their line manager and plans for their implementation will take cognisance of operational requirements as appropriate.

#### 5. Resourcing Development Needs

- The company requires that resources are deployed efficiently and effectively: if decisions have to be made at a cross-company level with regard to competing priorities for staff development, then consideration will be given to company strategic aims and objectives, operational requirements, legislative obligations and any evidence of existing or prior commitment to staff development or CPD on the part of the individual(s) concerned.
- Requests for remission from normal duties in order to attend or participate in staff development or CPD activity will be considered on an individual basis and will be at the company's discretion.

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- External funding and partnership opportunities which have the potential to effectively and efficiently support staff development activity will be explored and utilised where this is possible and appropriate.
- The company will not support payment with regard to fees or courses leading to professional registration, other than in situations where such registration is expressly required for teaching purposes, or where registration is necessary for the provision of courses of a commercial nature. In such circumstances, fees may be paid in full (pro rata for part-time staff) at the company's discretion. In all other instances, payment of such fees remains the responsibility of the member of staff.
- Where course fees exceed £1000 and the company has sponsored the training employees must sign a retention sponsorship letter where they will be expected to repay the investment should they leave during the training and 50% within 24 months of the training completion. Following that period the sponsorship agreement becomes complete. The company retains the discretion to recover incurred costs from the applicant if they leave a programme prior to its completion, fail to attend without good reason, or cease to be an employee of the company prior to completion of the programme.

## 6. Recognised Staff Development and CPD Activities

- It is recognised that a wide range of development opportunities must be made available if staff are to maximise their contribution to the success of the company in general and to enhance the experience of the learner in particular. The following paragraphs outline the broad range of activities which will typically be available to staff on a regular basis.
- In addition to department-specific induction facilitated by their line manager, all new members of staff will be formally inducted within one month of their appointment.
- All new staff will participate in a mandatory induction session, which will introduce them to the aims, ethos and purpose of the company, and which aims to facilitate their understanding of the organisation at the start of their employment. This one-day induction will also include the core elements of mandatory training and will be intimated to staff at the time of their appointment.
- Staff appointed to a new role within the company will be inducted into that post by their new line manager. Any particular learning and development needs which are identified during that process should be addressed through the documented staff development and/or PDP & PR procedures.

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- All new staff will participate in mandatory training in relation to compliance with legislation and awareness of the core values and principles of:
  - Equality & Diversity
  - Safeguarding
  - Health & Safety
  - British Values and our Prevent Duty
- Opportunities will be provided thereafter to maintain the currency and relevance of related knowledge, skills and behaviours. Other mandatory training will be provided as appropriate to post-holders in specific roles and functions.
- An infrastructure of appropriate staff development will underpin the company's commitment to ensuring that staff are suitably equipped to meet the needs of its learners and other stakeholders with regard to the use of information systems and technology. This will be realised through staff training in the use of ICT for both teaching and administrative purposes
- To support the delivery of high quality training across all areas and at all levels of the curriculum, and the provision of current, relevant and learner centred learning experiences, Tutors will be supported to continually enhance and update their knowledge, skills and behaviours with regard to learning and teaching methodologies.
- Tutors should hold a qualification in their subject area which is at least one level higher than the qualification they are delivering.
- Staff will be supported to attain assessor and /or verifier awards if this is appropriate to their remit.
- Staff new to delivery will be assigned a mentor who will provide constructive, evaluative feedback following the observation of teaching and support for learning activities. Mentors, together with others in a staff development role, will provide individual guidance to improve Tutors' performance in the support for learning and teaching processes.
- All Tutors are required to continually update their skills to enable them to effectively and appropriately apply the use of ICT in learning and teaching activities.
- The provision of internal learning and development opportunities will ensure that the company maximises the use of available resources by drawing on the expertise of its own staff for the delivery of development activity where this is possible and appropriate.
- The Company recognises that relevant expertise may need to be sourced externally, and will support staff to access external development opportunities where this is appropriate. Resources will be maximised where possible by employing external providers to deliver programmes in-house should this be more efficient than supporting individual attendance at

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external training programmes or events. The potential to share the costs of such opportunities with other partners will be explored and realised where possible and appropriate.

- The PDP and PR process may highlight the need for a member of staff to attain or upgrade a formal qualification – this may be to enhance either learning and teaching, or operational effectiveness within the Company (for example, in finance, human resources or learner support) and the Company is committed to supporting such development within available resources.
- On appointment, delivery staff are expected to have vocational or professional experience in their subject area. To maintain the currency of their vocational or professional experience teaching staff will be encouraged to refresh their knowledge and skills with regard to their vocational/subject area. This may be achieved by various means, including, but not exclusively, work placement, secondment, or attendance at courses or conferences.
- Opportunities will be provided for staff to share good practice across the company, and they will be encouraged to take cognisance of sector-wide best practice and innovation. Staff will also learn through participation in partnerships and collaborative ventures in order to support enhancement of the learner experience and the development of the curriculum.
- The Company is committed to realising the full potential of all staff and so recognises the importance of developing staff in a leadership or management role to acquire the requisite knowledge, skills and behaviours, particularly in relation to company processes and procedures
- Staff development and CPD may include elements of unstructured activity (for example, internal community engagement or curriculum development). Such activity may, if appropriately recorded, contribute to an individual's annual record of CPD.

## 7. Recording, Recognising and Evaluating Staff Development and CPD Activities

- Individual members of staff have responsibility for accurately and timeously recording the structured and unstructured staff development and CPD activity which they undertake. This on-line log will be referred to during the PDP and PR process, and may also be used to support verification, approval processes and/or external quality review.
- Formal, structured recording of staff development and CPD activity facilitates recognition of the efforts and successes of members of staff in relation to this. Line managers have a responsibility to recognise the efforts and successes of the individuals within their team, on an on-going basis and also within the PDP and PR process.
- The Company recognises the importance of evaluating and measuring the impact of CPD activity, in order to ensure that available resources are being invested appropriately in terms

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of enhancing the learner experience. To this end, systematic evaluation of CPD will take place. Each member of staff will be responsible for undertaking this evaluation at an individual level prior to their annual PDP review.

- The outcomes of evaluation will be used to inform the forward planning of CPD activity and the future allocation of budgetary resource.

## 8. Monitoring and Reporting

All NC Group CPD activities undertaken are recorded on the CPD Master Schedule. This document is monitored weekly by operational managers and on a monthly basis at operations excellence review. The purpose of CPD monitoring is to ensure that CPD being undertaken is progressing, is being effective for those undertaking CPD and that it is yielding a positive impact for the staff member and the organisation.

Managers will use this information to inform conversations with staff members on their current progress, target achievement and potential future development opportunities.

Where there are issues or concerns relating to the progress being made of the standard of CPD, we record this via our company risk register to identify and monitor any recurrent issues or trends.

## 9. Policy Review

This policy will be reviewed on an annual basis or as and when incidents or new legislation requires it. It will be reviewed on an annual basis as a minimum.

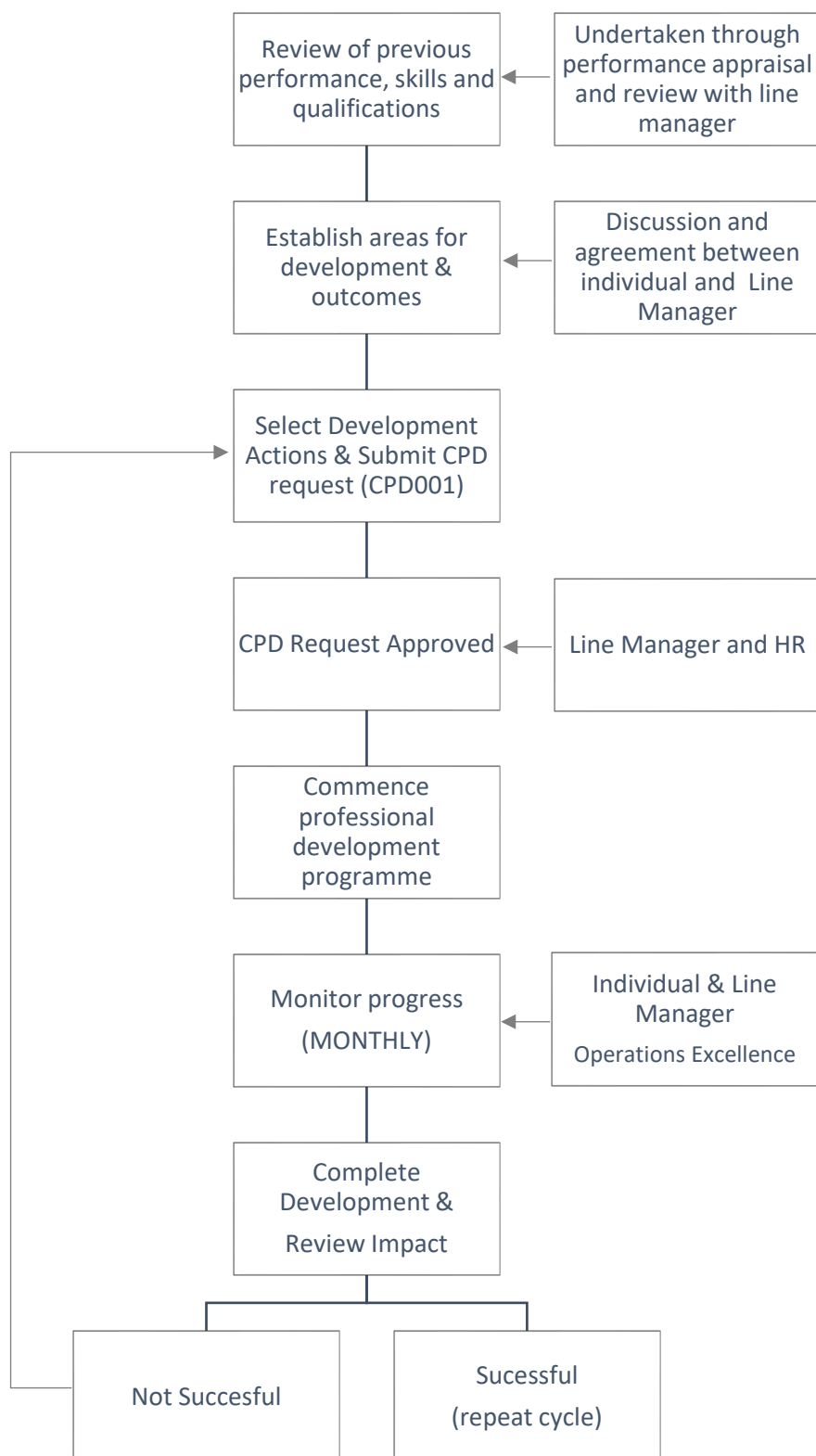
## 10. Record of Policy Changes/Amendments

| Section | Note of changes | Revision Date | Person Responsible |
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## Process for Professional Development



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