

Staff Training & Development Policy



Education & Skills
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Creator	Mark Green
Job title	Director
Email	mark@arenalearning.co.uk
Phone	01942 230 292
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Policy Statement

Arena Learning has developed this policy in line with the organisation's overall vision and strategy and reflects a belief in the need to develop all permanent and temporary employees, whether employed on a full-time or part-time basis.

Aims and Objectives

The policy aims to meet the following principles and purposes:

- Arena Learning thinks of its workforce as an asset as well as a cost, and believes that it should invest in that asset
- Arena Learning believes that all its employees have the potential to grow, both in their work role and personally, and it shall endeavour to provide opportunities for this growth
- Arena Learning considers it appropriate to base such training and development opportunities on the requirements of the business, and decisions about investment in staff training and development will be made accordingly
- Arena Learning believes that responsibility for training and development should be shared between the organisation and its workforce
- Arena Learning will ensure that appropriate procedures are in place to plan, deliver and evaluate training and development activity
- Arena Learning wants to empower its staff members to take some ownership of their own development, with support from their managers and the organisation as a whole
- Arena Learning believes that its line managers have a key role to play in people development
- Arena Learning works within recognised good practice guidelines, such as the national standard of Investors in People, to ensure that both the quality and quantity of training and development is relevant and "fit for purpose"
- Arena Learning regularly reviews its overall level of investment in staff training and development to ensure that adequate and appropriate resources are provided and plans its training and development activities in line with industry standards, and therefore maintains relationships with relevant bodies, such as NCFE, Highfield, Ofsted and Sector Skills Councils

Training and development initiatives

The organisation provides a range of training and development opportunities to staff. These fall into four broad categories:

- **Programmes relating to the enhancement of skills for an employee's current position.** These include internal and external courses providing technical training, for example on the use of software packages, and specialist training relating to the skills that employees require for their job.
- **Programmes leading to a professional or academic qualification.** The organisation encourages employees who wish to do so to pursue continuous professional development and where appropriate to gain further qualifications.
- **Programmes that have a specific management or supervisory focus.** These include internal and external courses on manager development, supervisory skills for line managers, and leadership development programmes.
- **Health and safety training.** This includes courses in manual handling, risk assessment, fire safety, first aid, and food and hygiene regulations.

Decisions on the suitability and applicability of programmes will be determined through the performance review process (PDR), during which individual training and development needs are identified within a personal development plan. Progress on the acquisition of new skills and knowledge will be monitored throughout this process.

Roles and responsibilities for implementation

Both line managers and employees have a responsibility to implement training and development initiatives. There will be an opportunity to discuss development needs through the performance review process (PDR) and agree appropriate courses of training or study. Line managers should encourage their staff to undertake relevant programmes. Employees are expected to take up the opportunities provided and report back to their line manager on their applicability once completed.

Line managers have a responsibility to monitor and evaluate the effectiveness of learning for employees who have

undergone training and development.

Planning and implementing new initiatives

Any new training initiatives will be planned as a result of training needs analysis activities, which in turn are part of the organisation's performance review process. In addition, the organisation is committed to reviewing training initiatives so that relevant training and development is provided for skills in specific job areas, where work procedures have changed, or where new standards are introduced. Any new training and development programmes offered to staff will be publicised through the organisation's normal communication channels, including the intranet, staff notices and departmental meetings. The organisation will make use, where appropriate, of e-learning, and training will be provided to staff in how to access materials while at work and from home.

Individual requests for training and development

Employees can request training and development at anytime, but this will usually be done within the performance review process, as outlined above. Employees should channel requests through their line manager.

Monitoring and evaluating investment in training and development

The organisation firmly believes that it is critical to the success of both the planning and delivery of training and development activities that the resources invested are monitored and the outcomes achieved are measured. Such outcomes may be demonstrated at an individual, departmental and corporate level. Senior managers have an important role to play in this process. The organisation uses its evaluation findings for future business planning and the planning of continued investment in staff training and development. Accordingly, the evaluation findings are regularly shared with the senior management team.

Coaching and mentoring

The organisation encourages line managers to provide coaching and mentoring support for staff who are undergoing training and development. Managers have a responsibility to ensure that the skills and knowledge of more experienced staff members are shared with more junior employees to ensure that learning occurs in a planned way.

Recording of training and development activities

Following a performance review discussion, a copy of the approved personal development plan is placed in the employee's personnel file. This information is collated annually to form the basis of the organisation's forward training and development plan. All training attended will be recorded on the employees CPD (continuous Professional Development) Record.

Equal opportunities

Decisions relating to training and development should be made fairly and consistently, and equality of opportunity should be provided for all staff in this area.

Data protection

When managing an employee's training and development, the organisation processes personal data collected in accordance with Arena Learnings' DPA Policy. Data collected as part of the operation of the training and development policy is held securely and accessed by, and disclosed to, individuals only for the purposes of managing training and development. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the organisation's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the organisation's disciplinary procedure.

Induction training

All new members of staff [and all those changing job role] will receive an induction on their job role. The organisation provides full programmes of general induction training and health and safety induction training, which are set out in separate policies.

Summary

Arena Learning fully supports the training and development of all employees regardless of contract or position within the company. T&D should be planned in line with equal opportunities and support E&D, social development

and continuous professional development. This can be achieved by line managers and colleges working closely to manage performance and plan to develop the skills and knowledge required for the employees role and personal development.