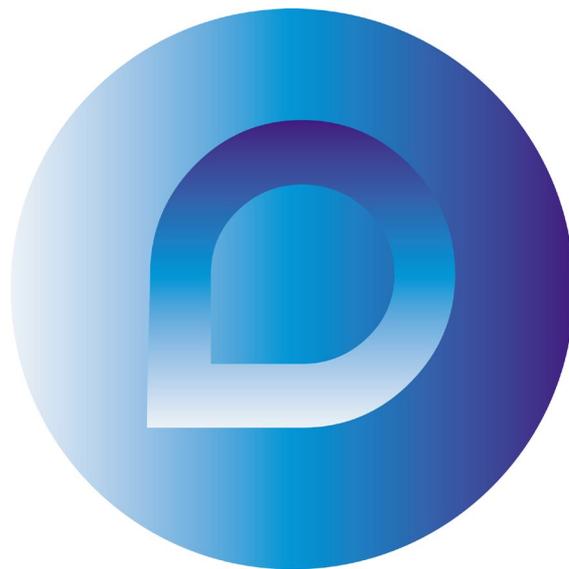


Staff Training & Development Policy



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1.0 Introduction

The By Design Group Ltd and associated companies believe all employees and volunteers shall be provided with the training and development necessary to perform to the standards required to achieve safe, secure, reliable, and predictable delivery of both its education and noneducation activities consistent with the mission, vision, and values of the By Design Group Ltd, service users and its customers.

2.0 Policy Context

The By Design Group Ltd and associated companies (BDG for future reference in this document) adopt and adhere to the following policy.

This policy statement relates to the training and development of all staff employed by BDG.

The BDG will review its Staff Training and Development Policy on an annual basis and check that it and its staff and associates, where appropriate, are adhering to the policy and will undertake to act wherever possible.

3.0 Staff Development

3.1 Staff development refers to the development of the individual's potential and career in terms of knowledge, skills, personal abilities, competencies and understanding to support the company's priorities and goals. It embraces a wide range of learning experiences, both within and outside the workplace, and is a continuing process that can help individuals to:

- Extend their range of performance.
- Identify and develop their potential.
- Respond positively to change, uncertainty and conflict.
- Increase their job satisfaction.
- Improve their self-confidence, motivation, and initiative.

3.2 Staff development can take place on-job or off-job. On-job development includes learning through the experience of doing the job; reflecting on that experience; discussing it with a manager, mentor, coach, colleague; receiving feedback on performance; reviewing and evaluating performance. Off-job development can include participation in courses or conferences, undertaking a qualification, secondment, placement, shadowing, exchange visit, study leave etc. Staff development thus helps to create high-performing, skilled, effective, and motivated staff.

3.3 Staff development is the joint responsibility of:

- The individual member of staff.
- His/her adviser (if on probation) or reviewer (if not on probation and hence participating in the Staff Review and Development Scheme).
- The line manager (if not the reviewer).
- The Directors / Executive Team and HR function of BDG.
- Other relevant people as identified e.g., designated Health & Safety function.

3.4 Individual staff have a responsibility to keep themselves informed about developments in their own field or area of work. They should give thought to their own training and development needs and career aspirations and be prepared to devote time and energy to meeting those needs. The company has a responsibility to ensure that mechanisms are in place to facilitate the continuing professional development of all staff as appropriate.

4.0 Induction

4.1 Individual professional development should begin on entry to the company with a programme of initial induction. The line BDG HR function has responsibility for the induction of new members of staff in conjunction with the relevant line manager. The BDG have a defined induction process which is available upon request to the HR function.

4.2 In addition to the induction process, job specific training is also offered to staff on joining the company. This is provided on a bespoke basis depending upon the role.

5.0 Probation

5.1 Generally, every new member of staff is subject to a probationary period. On appointment every new member of staff is assigned an adviser or reviewer – generally their line manager. The adviser's role is to take a professional interest in the development of the new member of staff, having regular discussions with the member and conducting the annual probation review.

6.0 Staff Review

6.1 Once probation is completed all staff take part in the company annual staff review. The purpose of the review is to provide an opportunity, firstly to look back at the contribution that has been made by an individual, and then to look forward and make plans for the coming twelve months. The scheme aims to support and develop staff to achieve both career development objectives and performance improvements which are consistent with current and future company objectives and service developments.

7.0 Continuing Professional Development

7.1 Staff at all levels are expected to engage in the ongoing development of knowledge and skills relevant to their roles. Need should be identified on an ongoing basis and through the staff review process. The member of staff should discuss with their line manager the funding of any externally run courses, which incur costs.

8.0 Meeting of Needs

8.1 Professional development needs (knowledge, skills, competencies, understanding) can be met in several ways. The BDG aim to provide all staff and volunteers with a high quality and comprehensive portfolio of training, education, and personal and career development.

8.2 Common non-specific examples of this include:

- IT training.
- Health and safety training.
- First aid training.

8.3 Work-based learning is an approach to learning which uses the work environment as a basis for study. Opportunities are available both in-house and external to the company and individuals should discuss these with their manager or staff reviewer before applying.

8.4 Other arrangements for staff development might include, as appropriate:

- Having a mentor or coach.
- Job enrichment, e.g., participation in working parties or project groups, or involvement in other activities which are outside the individual's normal job responsibilities, and therefore enhance or enrich that person's professional life.
- Job shadowing, particularly for those either new to the company or about to take up a senior position.
- Job rotation or swapping.
- Exchange visits, for example to a partner company.
- Secondment, either internally or to another institution or organisation.
- Study leave.
- Release time to undertake a (further) qualification.

9.0 Outcomes of training and development

9.1 After participation in any form of training or development, it is expected that the member of staff concerned will discuss with the line manager what has been learned or gained and how this can be applied in the job. All training and development undertaken should also be discussed as part of the probationary or staff review process.