



Staff Learning and Development Policy

September 2023

Version 1.1
Approved by the Board of Governors

Introduction

Employees are the key to achieving the College's strategic plan and priorities. The purpose of this Policy is to outline in detail the College's commitment to employee learning and development and to highlight the following:

- To enable all staff to carry out their current roles with maximum effectiveness and to deliver the highest quality student and employee experience,
- To help individuals develop skills and/or gain qualifications which will meet both contractual obligations and contribute to their ongoing development, personal growth and career potential,
- To ensure the quality of teaching, research and the services that support this,
- To help individuals develop an awareness of their strengths and development needs.

Roles and Responsibilities

The College expects all employees to participate in development activity provided to meet both legal obligations and compliance. The roles and responsibilities are defined into two groups as follows:

Employees

- Employees new to the College are required to attend a first day Induction session to familiarise themselves on how the College does things and access to various platforms of information. The induction session leads onto further learning during the probationary period with on-the-job training sessions, allocation of work buddy and ongoing assessment and review.
- All employees are expected to engage with appropriate Continuous Professional Development ("CPD") activities and work with their line manager in identifying cost-effective solutions to improve their own personal effectiveness and how to apply their learning into their day to day activities.
- Employees are responsible for recording any CPD activity using the RM Unify Platform and ensuring HR Department are kept informed of additional professional qualifications obtained and CPD activity undertaken.
- Academic employees are expected to hold a recognised teaching qualification on appointment to their role or to enrol and complete an appropriate teaching qualification within the first 2 years of their start date.

- Academic employees are encouraged to apply for Advance HE (formerly HEA) membership to gain recognition against the UK Professional Standards Framework at D1 (Associated Fellow), D2 (Fellow), D3 (Senior Fellow) and for more experienced employees D4 (Principal Fellow). The College will make a contribution towards the cost of this of not less than half of the associated fees.
- Employees belonging to a professional body e.g. ACCA, CILEx, CIM, CIMA, CIPD etc should provide a copy of each year's membership/practising certificate to the HR Department to ensure employment records are updated.

Line Managers

- Line managers are expected to support their employees with their development through the employee lifecycle starting with the induction.
- The line manager is responsible for ensuring the new employee to the department is introduced to team members, assigned a buddy and has access/training for key IT systems and identifies to the new employee the mandatory training which is required for completion during the induction period.
- The line manager is responsible for clarifying role expectations overall and ensuring all mandatory training is completed within timescales by their employees, including any refresher training to be completed to maintain organisational compliance.
- Line managers should monitor and evaluate the effectiveness of learning for their employees who have undertaken development opportunities and to provide performance feedback as part of the ongoing performance conversations.

Training for Line Managers

- All employees appointed to a line managerial role within the College will receive specific training relating to the duties and responsibilities of their position, both in terms of their specific duties in relation to the staff members who report into them and in relation to College policies and conventions which they are expected to uphold.

Learning and Development Opportunities

Following the initial induction of new employees the College will provide a variety of learning and development opportunities. These include (but may not be limited to) the following:

- On-the-job learning. Such learning to be undertaken ongoing "hands on" at the actual job location by an experienced work colleague or line manager providing information on how to perform the role and make the best use of College resources available,
- Secondments & Acting Up . Opportunity for the temporary placement of employees in an alternative role with duties above their normal grade or exposure to higher levels of responsibility on a trial basis,

- Off-the-job learning. This refers to CPD opportunities undertaken separately to the employee's regular work which may be provided by the College or recommended by the line manager on behalf of their employees. The College expects all employees to complete 3 CPD activities per academic year or 12 month period in accordance with contractual obligations,
- Self-Directed learning. To encourage employees to proactively manage their own personal and professional development activities,
- Mentoring. This encompasses the combination of on-the-job, off-the-job and self-directed learning to assist employees in making the transition to a new role or guide them into more senior roles over a period of time.

Identifying Employee's Learning and Development Needs

The College will adopt a structured approach to identifying the development needs of individuals and particular employee groups. This will take place at various levels:

- Individual Development Needs
- Team/Departmental Development Needs
- College-wide Development Needs

Both employees and line managers are encouraged to approach the College with any suggestions for learning and development activities where there is a viable business case.

Mandatory Training and Awareness Exercises

- The College may, from time to time, require employees to engage with mandatory training/awareness on a particular theme, for which understanding of the content may need to be tested. The HR Department will manage the dissemination of mandatory training across the College to ensure training coverage is complete.

Funding Arrangements for Continued Professional Development ("CPD")

Line Managers are required to initially review and endorse requests for support to undertake academic or professional study. Endorsements should clearly indicate the business case for the sought qualification. All decisions to approve requests will be at the discretion of the College's Senior Management.

In order to apply for the funding support, employees must complete and submit the "Professional Development Application Form". Where the Senior Management are prepared to support a request for study, this arrangement will be formalised in a contractual study agreement setting out the support arrangements the College will make and any terms or conditions applicable.

Supported employees are required to work for the College for at least 12 months after completion of the course or the tuition fee will have to be reimbursed as the terms of the Contract.

The support provided will include time off to attend courses, up to a maximum of 20 days in a year for a full time member of staff. Part time employees will be entitled to a number of days pro rata to the full time equivalent. The agreed funding will be provided from UKBC.

All requests will be considered fairly and objectively. The College makes no distinction between employees in academic/teaching roles and those in administrative/support roles when considering eligibility for study support. However, resources will be prioritised for employees seeking formal teaching qualifications as this is a condition of the lecturer's employment.

Sanctions for breach of a Study Agreement

- If the employee's employment with the College terminates prior to the specified duration, for whatsoever reason excluding redundancy, the employee will agree to repay any course fees or associated costs that the Company has paid in line with the terms of the study agreement.
- If the employee fails to satisfactorily attend and/or satisfactorily complete the course, then 100% of all costs covered by the College are to be paid in full by the employee to the College; the College shall determine at its sole discretion whether the employee has satisfactorily attended and/or satisfactorily completed the programme of study.
- A discretionary approach will be taken in determining reimbursement where the employee has clearly engaged with the course fully but not met the standard for an award in any assessment
- The employee will be expected to repay any costs covered by the College for which they are liable under this clause by deduction from their salary on terms to be agreed between the employee and College Finance Department.

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