

STAFF TRAINING

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PURPOSE

ELATT is committed to the professional development of all of its employees:

- To ensure that staff have the necessary training and qualifications to deliver a high quality service to students
- To enable the organisation to achieve its organisational objectives as set out in the Business Plan
- To ensure that staff are able to implement ELATT's equal opportunities policies.
- To support staff progression where possible by facilitating training to meet the personal and professional development of staff beyond the demands of the job

SCOPE

This policy and procedure will apply to all permanent ELATT staff full time and part time, and all long term volunteers.

Temporary positions less than six months and sessional staff will not receive the full induction and appraisal process during their time at ELATT. The training and development of these staff will be met through internal training opportunities and may, at the discretion of senior management, attend ad hoc external training events that are paid for by ELATT.

DEFINITIONS

Internal training is delivered by ELATT staff and may take the form of formal training sessions. Examples include Induction, Procedural training, Good practice workshops, sessions with external consultants on site.

Organisational training is organised by the management team for all staff or for large groups of staff, examples include Customer Service training, Equal opportunities training.

External training is delivered by an external agency and arranged for individuals or paid for by head count. Examples include teaching qualifications, Advanced IT and other technical courses, Management courses.

Informal training covers a wide variety of learning opportunities for staff which provide a more realistic learning opportunity for staff in a cost effective manner for ELATT, this may include, coaching, shadowing or the opportunity to take on tasks within new projects or roles.

The **Training budget** is fixed annually by ELATT senior management and is approved by the Board. The training budget usually falls at 1-2% of the overall annual budget of ELATT. This can rise or fall depending on the needs of an individual year. It provides resource for:

- a) Internal, external and organisational training costs
- b) Cover for staff absence (where this is necessary).

This policy is non-contractual and may change from time to time.

- c) The Training budget is apportioned to managers by senior management pro rata dependent on head count.

Generally the training budget is £250-£500 per head per member of staff (as opposed to per FTE member of staff). Managers will be able to place more funding for a particular individual if the team as a whole, or other individuals have not needed to use their portion of the budget; for example, where a teacher can get ITT or CPD free through a funded programme this may in some circumstances allow another member of staff to receive more than the average development support.

RESPONSIBILITY

All line managers are responsible for allocating their proportion of the Training budget according to the prioritisation process for training approval set out in section 7 and in Appendix 1.

The approval of staff training requests is devolved to managers and is at their discretion. However, there are guidelines for managers and a prioritisation process.

At all times management can exercise the right to fund staff development within their budget based on business need.

REQUIREMENTS

Identification of training need – on employment

As part of the Induction procedure, the line manager will check that the new member of staff has the minimum qualifications as detailed in the person specification.

At the Six Week Induction Review an initial training needs will be identified showing how the new staff member obtains/will achieve all outstanding qualifications as quickly as possible together with other attributes on the person specification.

Similarly at the 3 month Induction Review the training needs will be identified to ensure that the staff member has the skills required for tasks in the job description.

The manager is also responsible for ensuring that the new staff member attends and completes the induction programme.

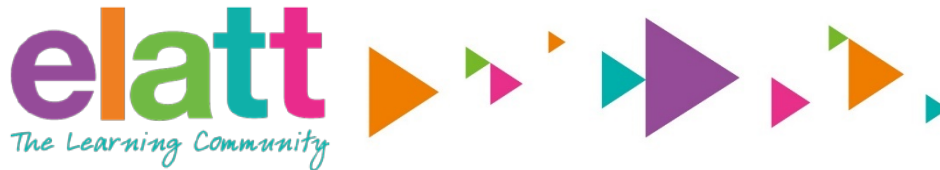
Identification of training need – while employed

Staff Appraisal

Every staff member should have a Professional Development Plan produced through the Staff Appraisal Process.

- The Appraisal process will identify Personal Objectives for each member of staff that are linked to the Business Plan and Curriculum Plan.
- Line managers should complete a Professional Development Plan with the staff member during the Appraisal Process identifying any training need required to achieve Personal Objectives and thereby the Business Plan.

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- Line Managers should take the opportunity during the Appraisal meeting to review progress to minimum qualifications and incorporate any further action into the Professional Development Plan.
- The Appraisal will also include a conversation about other professional development priorities on behalf of the staff member. These can be considered in line with the prioritisation principles set out below. During a staff appraisal – the manager or member of staff discuss a training need and this is recorded on the appraisal form as a training objective

Appraisal Review

- One to one supervisions during the year will monitor Professional Development and identify additional training need.

Self Assessment and Quality Improvement

- Self Assessment at ELATT happens in the autumn and the Quality Improvement Plan is produced soon after.
- This quality cycle may identify additional learning goals for staff and may add additional training needs.

Environmental changes

- Training needs may arise due to the environment e.g. a new software release, a new syllabus comes into operation.
- These needs should be incorporated into the Professional Development Plan at the first opportunity. They may also be recorded on 1:1 Support and Supervision records, or by email request.

Registering a training request

Any member of staff requesting additional training should supply the detail of the training opportunity to their manager and discuss it with their manager during one to one support and supervision.

Managers will decide whether the training is supportable through the prioritisation principles and will respond to the staff member.

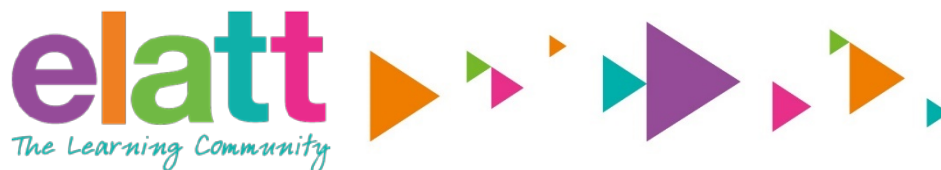
Prioritisation criteria

Managers should assess training opportunities against the prioritisation criteria using Appendix 1:

- **Essential** elements of person specification including minimum qualifications.
- **Essential** job skills including:
 - Induction for new staff,
 - Training in new or changed procedures for all staff,
 - Tasks identified on the job description,
 - Operation of new externally imposed standards – e.g. curricula, software.

Necessary training instrumental to equipping staff to achieve their personal objectives set during appraisal and therefore the business plan; training instrumental to meeting the demands of the Quality Improvement Plan; training for a staff member to become more efficient and/or effective in their job.

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Optional training that will facilitate the further growth of the staff member and enable them to take on additional responsibility within the organisation; training that will promote the further professional or personal development of the staff member and enable them to progress in their career.

In addition managers should consider the logistical issues

- **Budget:** All training must offer value for money including any costs associated with staff cover and be within budget.
- **Timetabling:** All training must be booked around staff's work commitments so that the member of staff can be released.

Where these logistical issues cause problems staff should be encouraged to find training that works within these parameters.

Staff and ELATT Commitment

Where there are significant benefits to both ELATT (by gaining qualified, skilled staff) and the staff member (by gaining valuable qualifications and skills), ways of sharing the costs should be considered. This can be achieved by:

- Staff and ELATT sharing the time commitment and financial outlay, e.g. ELATT will pay for courses provided staff agree to attend classes outside of normal working hours
- Staff adopt additional duties while studying or immediately after studying.
- Staff commit to remaining at ELATT for a specific period after the end of a course to which ELATT has committed both time and money or to which ELATT has committed money in excess of the regular staff training per head budget.

Such agreements should be formalised in a simple document agreed by staff and manager.

Such agreements may be relevant when:

- Staff gain major national professional qualifications through their work at ELATT – e.g. Teaching qualifications or Guidance qualifications.
- ELATT contributes in excess of the notional training budget per head in a single course or sequence of related courses.
- Staff benefit from Optional status training.

Training Evaluation

At support and supervision or appraisal review after receiving training staff should be encouraged to complete their learning record. The learning record will be reviewed and additional records added at appraisal.

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APPENDIX 1 PRIORITISATION OF STAFF TRAINING

If necessary management and staff can use the following matrix to ascertain essential, necessary or optional staff development.

In many cases the matrix will not be necessary – ‘Essential’ development will normally be evident from the ‘Essential’ part of the relevant Job Description.

Training request	Meets criteria		Notes
	Yes	No	
Essential elements of person specification including minimum qualifications			This is a top priority and should be approved. Where there are significant benefits to both staff and ELATT ways of sharing costs in time and money should be considered. What additional commitment will staff make to justify ELATT’s expenditure?
Essential job skills including			
(i) induction for new staff			This should be facilitated through internal training.
(ii) training in new or changed procedures for all staff			This should be arranged through organisational training.
(iii) tasks identified on the job description			This is a top priority and should be approved. Internal and informal training should be considered
(iv) operation of new externally imposed standards – e.g. curricula, software.			How urgent is this training? Is it possible to cascade learning between staff?
Necessary training instrumental to equipping staff to achieve their personal objectives set during appraisal and therefore the business plan			Was this training need fully discussed as part of the appraisal process? How urgent is it?
Necessary training instrumental to meeting the demands of the Quality Improvement Plan			There may be organisational training to meet these needs.

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<p>Necessary training for a staff member to become more efficient and/or effective in their job.</p>			<p>Consider informal and internal training to achieve this learning.</p>
<p>Optional training that will facilitate the further growth of the staff member and enable them to take on additional responsibility within the organisation.</p>			<p>Is the training requested relevant for the job and status of the member of staff? What additional commitment will staff make to justify ELATT's expenditure?</p>
<p>Optional training that will promote the further professional or personal development of the staff member and enable them to progress in their career.</p>			<p>Can the member of staff be released to attend the training without disrupting students, or other major activities within ELATT?</p>
<p>Budget: All training must offer value for money including any costs associated with staff cover and be within budget.</p>			<p>The cost of any cover for the member of staff must be factored in. Where there are significant benefits to both staff and ELATT ways of sharing costs in time and money should be considered. What additional commitment will staff make to justify ELATT's expenditure?</p>
<p>Timetabling: All training must be booked around staff's work commitments so that the member of staff can be released.</p>			<p>The cost of any cover for the member of staff must be factored in. Where there are significant benefits to both staff and ELATT ways of sharing costs in time and money should be considered.</p>

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