

SIGTA LTD

Staff Training and Development Policy

Date	Version	Description	Checked	Approved
15-01-26	2.0	Annual review of this policy review completed. Minor updates to format and content (format). Purpose made explicit in line with EAL requirements. Introduction of version control table to record amendments made.	 Mike Driscoll IQA - SIGTA	 Alison Foxwell CEO -SIGTA

Next revision due: 15-01-27

1. Scope

SIGTA is committed to ensuring that all staff and associate tutors/assessors have access to learning, development and training opportunities which enable them to be suitably knowledgeable and skilled to carry out their role within the organisation. SIGTA also seeks to develop the capability of staff in ways that fit with the organisation's long term development/succession plans to ensure defined objectives can continue to be met and further enhanced.

2. Purpose

The purpose of this policy is to:

- Ensure that SIGTA employees and associate tutors/assessors are supported, trained and developed to enable the effective delivery of high quality training services to all SIGTA customers.
- Ensure staff are well prepared and equipped to respond to change and can maximise the benefits of new systems, technology, methods, techniques and opportunities.
- Ensure staff maintain a high level of professional competence, are aware of current legislation, and regulations relevant to their role, and operate effectively within the requirements specified by SIGTA. In the case of staff responsible for training and/or assessment, this includes the maintenance and development of knowledge, skill and performance in relation to teaching and training and the individual's technical competencies in their occupational sector.
- Provide a working environment where Continuous Professional Development (CPD) takes place and is imbedded in organisational culture. CPD will enable staff to update, maintain, broaden, deepen and further enhance their skill, knowledge and behaviours.
- Ensure new staff are effectively inducted into the organisation and provided with training and development to meet the business requirements of SIGTA and the personal development needs of the individual.

3. Equal Opportunities

SIGTA is committed to ensuring equality of learning opportunity. No employee or associated tutor will be excluded from learning on the grounds of gender, age, marital status, disability, racial grounds (race, colour, and nationality – including citizenship - ethnic or national origin), sexual orientation, religion or belief, responsibility for dependants or employment status. Part time, fixed term employees and associate tutors will have equal access to learning and development opportunities appropriate to their post. SIGTA's contribution to the cost of training will be determined on an individual basis taking into account the nature of the training and the business needs of SIGTA.

4. Responsibilities and implementation

4.1 Management

The co-ordination and implementation of the learning and development process is the responsibility of the Chief Executive.

The Board of Directors are responsible for agreeing the learning and development budget on an annual basis.

Management will work with staff to identify learning and development needs using all available information. This will include:

- Awareness of future internal requirements e.g. succession planning, technology, systems, working methods, etc.
- Awareness of external requirements/changes e.g. legislation, programme requirements, qualifications, funding systems, quality frameworks, etc.
- Information obtained from external bodies e.g. Ofsted, ESFA, GTA England, AELP, SCTP, etc.
- Assessment of current practice through observation of teaching and learning.
- Evaluation of performance through MIS data and quality audits.
- Employer and apprentice survey/interview feedback.
- Annual appraisal outcomes.
- Feedback and discussion at team meeting and individually with staff.

Agreed learning will be delivered as agreed, recorded on the company training plan and progress reviewed on a regular basis, as agreed with the individual requiring the training.

The effectiveness of learning and development will be monitored on an ongoing basis by management to ensure agreed objectives are being effectively met.

Management will seek feedback on any training, including relevance, quality and cost effectiveness.

Management will ensure employees implement the relevant skill and knowledge that they have gained through training and will ensure outcomes from training are shared, as appropriate, within the organisation.

Directors and Trustees have a responsibility to attend appropriate training in order for them to perform their legal duties to the required standards and to ensure their skill and knowledge reflects current best practice in the training sector.

4.2 Employees

SIGTA aims to actively encourage individual employees to take responsibility for the identification of opportunities for self-development and improvement that will enhance work performance through increased skill, knowledge and current best practice methods.

SIGTA requires employees to take a proactive approach to furthering organisational wide learning and development. This will include participation in job shadowing, coaching, peer review and the sharing of best practice during staff meetings and training sessions.

Individual staff are encouraged to maintain records of their continuous professional development (CPD). Maintenance of CPD records is a mandatory requirement for training staff, assessors and IQA's. The Chief Executive should be notified of all learning undertaken for inclusion in the central training log.

5. Routes to Learning & Development

Options for learning & development can include:

- On the job learning including learning from other members of staff via job shadowing, mentoring, peer review and in house skill sharing.
- Secondments and placements/visits to other organisations.
- Setting up job development opportunities, such as leading specific projects.
- Attending internal or external training days/workshops.
- Attending conferences, forums, and webinars.
- An extended external course of study
- Web based e-learning
- Self-directed study – such as books, manuals and online information

SIGTA is committed to sharing the learning and lessons gained by staff throughout the organisation. This will be accomplished in a number of ways:

- Giving time in team meetings to share core lessons from training
- Networking with partner and same sector organisations.

6. Prioritisation of Learning and development

SIGTA aims to prioritise learning and development that focuses on areas that:

- Maintain a safe working environment for SIGTA staff and learners.
- Enable SIGTA to fulfil strategic and operational objectives more effectively. Key to this is the quality and compliance of all training services delivered by SIGTA.
- Ensure staff skill, knowledge and behaviours are updated to reflect current best practice and sector requirements. Including legislative/regulatory changes and updates (Allowing staff to undertake and meet their requirements for CPD).
- Address succession planning needs.

7. Employees Sector Skills, Knowledge and Performance

SIGTA recognises the need to ensure employees engaged in training and assessment roles maintain and improve their skill, knowledge and performance in their occupational sector areas.

To facilitate this SIGTA will:

- Utilise the skill and knowledge of its board, including non-executive directors and trustees elected from SIGTA member companies, to assist with the identification of sector specific update training activities for SIGTA staff. Note: SIGTA's non-executive directors/trustees have current day-to-day management/operational sector experience at senior levels in their own organisations.
- Use its strong links with employers to facilitate the provision of industrial visits and work shadowing opportunities to improve current sector skills and knowledge. Note: As a Group Training Association, SIGTA has very close links through its membership arrangements with employers operating in the occupational areas covered by SIGTA's apprenticeship programme.
- Maintain membership of relevant bodies that offer sector specific update training and the sharing of current best practice.
- Allow staff to attend relevant sector specific training events, conferences and exhibitions.
- Support staff to undertake training programmes leading to the acquisition of relevant qualifications, where this is beneficial to the aims of SIGTA and agreed in the individual's development plan.
- Encourage training and support staff to obtain membership of a relevant professional body/institute to enable them to access CPD events, forums and literature aimed at maintaining and improving current sector expertise. SIGTA will fund the annual membership fees of one relevant professional body and will support attendance at appropriate and agreed CPD events.
- Require staff to share information within the organisation relating to updating and current best practice. Time is made available at staff meetings to facilitate this.

SIGTA training staff operate in SIGTA member companies working with apprentices on a daily basis. In this role they are continually exposed to current sector practices.

8. Teaching and Training Knowledge, Skills and Performance

SIGTA recognises the need to ensure employees engaged in teaching and training maintain and seek to further improve their teaching and training skill, knowledge and performance.

The teaching and training expertise of SIGTA staff is maintained and improved through the use of training and development activities targeted at the whole team and individual interventions identified and agreed to meet the specific needs of individual staff.

To further improve staff skill, knowledge and performance in teaching and learning, SIGTA will:

- Identify the individual development needs of staff using a variety of methods including observation of teaching and learning, performance monitoring, annual appraisal and self-identification of training needs by individual staff.
- Maintain membership/links with relevant organisations that provide high quality information relating to teaching and training practice. This includes membership of GTA England, AELP, SCTP, awarding bodies and the Education Training Foundation.
- Act on the evaluation of course feedback and learner/employer surveys.
- Require SIGTA training staff to attend relevant update and refresher training courses.
- Require staff to participate in training meetings and share best practice with colleagues.
- Use job shadowing, coaching and peer review to develop and share good practice.
- Support staff to undertake training programmes leading to the acquisition of relevant qualifications, where this is beneficial to the aims of SIGTA and agreed in the individual's development plan e.g. Level 5 Diploma in Education and Training (Cert Ed.).
- Require training staff to maintain records of CPD.

9. Induction

All new employees are given a timely programme of induction including health and safety and an introduction to all relevant policies of the organisation. This is an essential part of staff learning and development, and integration into SIGTA's working environment.

10. Recording, Monitoring & Evaluating Learning

The Chief Executive is responsible for ensuring that a central record of employee learning is created and maintained, and that all learning and development activities are monitored and evaluated to ensure objectives have been met. Evaluation will also determine the suitability, effectiveness and value for money of the training solution used. This information will contribute to continuous improvement and will shape the way future training interventions are planned and delivered.

11. Individual Performance Management

Individual performance management is an ongoing communication process that involves both management and the employee. It seeks to measure job performance against a clearly defined set of objectives. From this strengths and areas for further improvement can be identified and addressed:

Performance management will:

- Define realistic and appropriate performance standards taking into account organisational and customer needs.
- Enable effective individual feedback to be given that relates to the job function of the individual.
- Ensure learning objectives are focused for each individual employee and effectively meet organisational and customer needs.
- Facilitate effective and constructive performance appraisals.
- Enable the planning and delivery of learning and development opportunities to sustain, improve and build on individual work performance.

Regular meetings/communications between staff and management will facilitates this process.

12. Appraisals/Observation of Teaching and Learning

Appraisal and observation of teaching and learning are an important component of SIGTA's performance management framework. This process allows employees to be formally appraised, through structured observation and discussion of work performance. The process will inform the employee's future learning and development needs.

13. Policy application

It is expected that the application of this policy will improve further the quality of provision offered to SIGTA customers, will increase staff motivation and enhance staff retention.