



Staff Learning and Development Policy

1. Policy Statement

The Arts Educational Schools, London is committed to the learning and development of its entire staff. It actively supports and promotes all relevant learning and development recognizing that the institution can only function effectively if adequate development support is made available to both academic and non-academic staff at all levels.

2. Purpose of the Policy

The policy is designed to:

- a) Enhance the operational effectiveness and efficiency of the schools, the departments and the staff.
- b) Provide a framework that can be used to identify, address and monitor the development needs of all categories of staff.
- c) Support the strategic plans of the school augmenting existing strategies in Equal Opportunities and Diversity, Learning & Teaching, Communication and Development, IT, Widening Participation and Research using a variety of learning and development techniques.

3. Objectives of the Staff Learning and Development Policy

- a) To provide a structure that enables appropriate development opportunities that are intended to improve the knowledge, skills and performance of staff and augment the effectiveness of the school in all of its activities and strategies.
- b) To promote an ethos of development and enrichment.
- c) To support and facilitate the process of change.
- d) To establish the recognition of staff development in the Schools procedures.
- e) To provide assistance in the prioritising of areas where additional support is required and identifying learning or development resources that can be deployed most effectively in these areas.

4. The Principles of Staff Development

The staff Learning and Development policy will augment The Arts Educational Schools commitment to:

- Developing staff and enabling them to become more effective in their work.
- Identifying and providing development opportunities for all staff.
- Reviewing and evaluating staff development needs and making provision as required.

5. Staff Learning and Development Responsibilities

Responsibility for staff learning and development occurs at three different levels within the organisation:

Institutional - linked to strategic and operational requirements

The Arts Educational Schools will:

- a) Require departments to submit staff development and learning plans as part of their annual departmental plans.
- b) Establish a process of reviewing staff development which amongst other things will require that assessment of both the individual and the departments learning and development needs is undertaken to establish priorities for learning and development activities.
- c) Consult with staff on development needs.
- d) Review and monitor expenditure on staff learning and development.
- e) Provide opportunities for learning and development to support legislative requirements.
- f) Develop and maintain an annual Staff Learning and Development Plan.

Departmental

Heads of all departments both academic and administrative play an important role in relation to staff learning and development.

They are required to:

- a) Provide appropriate cover to enable their staff to take advantage of learning and development sessions that have been identified as being relevant to the development of the individual, department and school.
- b) Ensure that new staff members receive a thorough induction into their working environment, either through a centrally organised or locally tailored induction programme.
- c) Utilize the annual appraisal process to identify development needs for individual staff members and their department as a whole and inform the Staff Learning and Development Plan.
- d) Encourage performance improvement through formal and informal performance feedback and by using methods such as mentoring and coaching.
- e) Establish staff development objectives that provide a means of evaluating the effectiveness of staff development within their area of responsibility.

Individual Members of Staff

Each individual staff member has a responsibility to develop their skills and knowledge in order to improve their current performance and prepare for future roles. Staff are also expected to appreciate the contribution they can make to their colleagues development and be prepared to participate in this.

Staff are expected to:

- a) Be proactive in planning their careers and take responsibility for identifying their development needs.
- b) Identify opportunities to improve the skills and knowledge that are required in their present role.

6. Accountability

- a) Heads of Departments are responsible for submitting an annual report of the Learning and Development requirements of their department to the Human Resources Manager.
- b) The Human Resources Manager is responsible for the organisation and coordination of The Staff Learning and Development Plan, the monitoring of staff development activities and the management of the Staff Learning and Development budget.

7. Financial Support

Financial support for staff development, other than academic research, is provided from the Staff Learning and Development budget.

8. Eligibility

All members of staff are eligible to apply for financial support for staff development subject to the following criteria:

- The activity is relevant to the job and will enhance performance;
- The activity is supported by the line manager who, if required, agrees to release the staff member so that they can attend;
- If the activity takes place during work hours, the department can cover the absence of the staff member.

9. Applying for Financial Support for Staff Development

Applications to attend any courses should be submitted, to the line manager, on a Staff Development Application form. This should be signed by the line manager and returned to the Human Resources Manager with full details of the course, dates and fees. All course applications will be considered for approval however there are not always sufficient funds available to agree to all requested courses.

10. Fees and Travel

To be discussed with HR.