



## Learning and Development Policy

### **Policy Statement**

ArtsEd is committed to the learning and development of its entire staff. It actively supports and promotes all relevant learning and development recognising that the school can only function effectively if adequate development support is made available to both academic and non-academic staff at all levels.

### **Scope**

This policy applies to all permanent, full time or part time, employees of ArtsEd. Employees with temporary or short-term contracts may attend training at their manager's discretion.

This policy does not cover Freelance staff.

### **General**

Employees, line managers and Human Resources (HR) will collaborate to build a continuous professional development (CPD) culture. It is an employee's responsibility to seek new learning opportunities. It is a line manager's responsibility to coach their teams and identify employee development needs. It is HR's responsibility to facilitate any staff development activities and processes.

### **Training and Development**

In general, ArtsEd will approve and encourage the following training and development:

- Formal training sessions (individual or group) both internal and external
- Employee Coaching and Mentoring
- Participation in conferences
- On-the-job training
- Job shadowing
- Job rotation

As part of our learning and development provision, we may also make provision for subscriptions or educational material, so that employees will have access to news, articles and other material that supports their career development and enhances their performance. There are two conditions for this:

- Subscriptions / Educational Material should be job-related
- All relevant fees / costs should be reasonable

### **Individual Training**

The school sets a school-wide training budget each year.

All training should reflect what employees need and how they can learn best; we encourage staff and line managers to consider various training methods such as workshops, e-learning, lectures, conferences etc.

The school may request at any time that an individual undertakes training for example, due to underperformance or changes in job description, or a promotion requiring new skills and capabilities.

### **Group training**

The school regularly engages experts to train groups of staff. ArtsEd will cover the entire cost in this case. Examples of this kind of training and development are:

- Equal opportunities training
- Diversity and Inclusion training
- Leadership training for managers at various levels
- Conflict resolution training
- Safeguarding Training

This category also includes training conducted by internal staff and managers. Examples are:

- Training / Inducting new staff
- Annual Safeguarding / Prevent Duty updates
- Training teams in school-related issues e.g. upon the introduction of new systems or guidelines
- Preparing staff for promotion or for new responsibilities

### **Other types of training**

Both individual staff and their line managers are responsible for continuous learning. All staff should demonstrate a willingness to improve by asking their managers for direction and advice, and are required to do so as part of their contract of employment. Managers should do the same with their own superiors, while encouraging and mentoring their staff.

Not all training requires attendance on courses, either face to face or online; staff and line managers should seek creative ways to develop professionally and may opt for job rotation, job shadowing and other types of on-the-job training (without disrupting daily operations)

### **General guidelines:**

- Line Managers / HR should evaluate the success of training. They should keep records for reference and better improvement opportunities.
- Consideration for staff development will be related to both individual and business, cost and time limitations.
- Employees should make the most of their training by supporting other colleagues with their new skills and finding ways to apply knowledge to their work generally.

### **Procedure for requesting training:**

This procedure should be followed by staff wishing to attend external training sessions or conferences:

- The staff member or line manager will identify the need for training – this may be during the annual appraisal meeting, or at any other time of the year.
- The staff member and line manager will discuss potential training opportunities or types of training and make suggestions.

- The staff member or line manager will complete a training request form (See appendix A) and submit this to the HR Manager
- The HR Manager will review the request with attention to budget and training content and will approve up to an agreed level or reject the request; all course applications will be considered for approval however there are not always sufficient funds available to agree to all requested courses. If rejected, HR will provide the staff member / line manager with reasons in writing and potential alternatives.
- HR can make arrangements for dates, accommodation, reservation of courses etc. however the staff member may book the course themselves and recover the cost via completion of an expenses claim which must be approved by HR; or the staff member may request that the invoice is submitted to HR.
- Course fees will be approved on a course by course basis with consideration given to the staff member's attendance at previous courses, the appropriateness of the training, and the availability of funds in the learning and development budget, courses may be subject to a limit of 25%, 50%, 75% or covered in full.
- Longer term courses which lead to a formal professional qualification are likely to be met by the school up to a maximum of 50% of the course fee; the remainder of the fee will be met by the staff member. This amount can be paid by the school and repaid via monthly salary deductions until the proportionate cost of the course is met in full.
- If an employee cancels training, they must inform HR immediately
- If a fee or partial fee is payable following cancellation, the cost must be met by the staff member, except where the course has been cancelled at the school's behest or in exceptional circumstances where the individual has had to cancel the course for health reasons.
- In cases where training ends with a formal examination / test, staff members are obliged to submit the results to HR and provide a copy of the certificate.
- Staff must pay for the cost of re-examination in the event of failure to pass an examination.

#### **HR's responsibilities in Learning and Development:**

- Assessing training needs
- Maintaining budgets and training schedules
- Assisting with learning and development activities and strategies
- Promoting internal training programs / courses and employee development plans
- Calculating learning and development KPIs where possible and reviewing learning and development in view of the results of KPI's

#### **Repayment of training costs if an employee leaves**

Should a staff member leave the employment of ArtsEd within two years of completing significant training, considered to be in excess of £600, ArtsEd reserves the right to claim back from the employee the costs of the training subject to the following.

If the staff member leaves:

- Within 6 months of completing training, 100% of the amount paid;
- Within 1 year of completing training 75% of the course fee;
- Within 2 years of completing training 50% of the course fee;

After 2 years, there is no requirement to pay back course costs.

*Policy review:*

*Reviewed by: Cheryl Jarman, HR Manager*

*Date of review: May 2019*