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Applicability:	This Operating Procedure is applicable across all Apprenticeship delivery.
Summary:	This Operating Procedure details the controls required for the management of documents and records that form part of One Housing Group compliance and quality procedure.

DOCUMENT CONTROL

Version history			
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ISSUE V1	01/09/2018	Document Creation	Edyta White
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INTRODUCTION

The correct delivery staff are crucial to ensuring that training meets our high standards. They are also vital in ensuring learners remain safe, and that correct processes are followed. This policy outlines the following:

- Staff Structure
- Data Management
- Initial Training
- Performance Management
- Professional Development

STAFFING: Selection, Initial training, performance management and CPD

Delivery Roles

- **Professional Coach (PC).** Throughout the year our PC will be contracted to run specific observations and assessments. They will all be certified by the awarding bodies that we are working with. They will all be experienced trainers. They will be responsible for developing the scheme of work and then delivering all content.
- **Internal Verifier-** Like the PC, the internal verifier will be contracted for a limited number of days. They will be certified by our awarding body, and should have experience of training and assessing.

Selection

The One Academy objective is to provide the highest quality delivery staff and logistical staff to work with learners on all our programmes. The organisation aims to promote equality of opportunity for all applicants who have the right mix of talent, skills, and potential to make a contribution to our organisation. We work with several specialist recruitment agencies to ensure access to high quality candidates for all our roles. All candidates go through assessment and interview process to ensure their suitability for the job

Data Management

After an applicant has been selected and signed their contract, information about them is stored on secured Share point:

- CV
- CPD records
- Copies of all relevant certificates

Initial training

As part of the initial induction process, when staff join they go to “Cooperate induction”.

Cooperate induction Objectives by the end of this workshop, staff will:

- Have gained a deeper understanding of the history, mission, aims and values of The One Housing
- Have a basic overview of our different elements of business
- Be familiar with some basic processes and policies
- Have met different people throughout the organisation from all different areas and different levels

At the start of each year there is also a “One Academy Launch”. This will cover the following areas:

- Overview of One Academy
- How the programme is delivered
- Individual Learning Plans
- Learner Progress tracker
- Internal moderation
- Performance Management

This training will cover all processes specific to One Academy.

Staff Development Policy and Process

One Academy is an apprenticeship training provider that is committed to the growth, well-being development of its staff and as a result the progression and achievement of its learners. The company place a high value on all staff being equipped to offer high levels of service irrespective of their role. The purpose of this policy is to provide managers and employees with a structure that supports and aids professional development in line with One Academy goals and vision.

Self-development motivates the majority of people and if that development is aligned with the organisational goals you can increase an employee’s effectiveness whilst also increasing motivation. Effective staff development is a continual collaboration between One Academy and its staff. This is done through continual consultation with staff and supporting their professional development through offering opportunities for learning, implementing professional development protocols and providing coaching and reviews.

Staff development includes:

- Coaching and Mentoring
- Professional or technical qualifications
- Observations with structured feedback
- Self-Study
- Online virtual learning and modules
- Awarding organisation training courses
- Conferences and Events
- Work shadowing
- Peer to peer collaboration
- Action Learning Sets
- internal or external courses and workshops
- Industry / Sector related networking and training
- Engagement with Education and Training Foundation resources and webinars
- End Point Assessment Organisation CPD events

The following principles apply:

- Staff are expected, with the support of their line manager, to take responsibility for their Continuing Professional Development (CPD).
- Delivery staff are expected to undertake regular standardisation training, industry specific refresher training and EPAO training.
- Delivery staff are expected to keep up to date with up to date trends within the sector which can be seen during observations of teaching and delivery
- Learning and development agreed for staff must be role relevant, as described in their job description and Professional Review objectives.
- In order to maximise effectiveness, staff development must align to One Academy vision, induction, performance reviews, succession planning, promotion and recognition as part of our values and beliefs
- One Academy will ensure equal access to learning opportunities and all staff development activities will be conducted in accordance with the Equality & Diversity Policy
- All staff are expected to complete statutory, essential/compliance training, as required

Duties and Responsibilities

There is shared responsibility for the development of staff at One Academy:

- Individual member of staff
- Line Managers and Directors

Individuals are responsible for:

- Discussing and agreeing with their line manager development which is appropriate for their role
- Ensuring that records of any external training course are added to their CPD record.
- Making themselves aware of the training courses, upskilling opportunities.
- Fully participating in learning opportunities and completing the entirety of any courses or training. Learning becomes part of the staff culture and part of their ongoing journey.
- Undertaking statutory, compliance and essential training, as required, including refresher training.
- Ensuring development activities are accurately recorded via their CPD log.
- Providing feedback and learning to other staff members as required.
- All new staff must complete a company induction where CPD is discussed and embedded into their job role.

Line Managers are responsible for:

- Ensuring all new starters or staff transferring into a new role undertake an appropriate induction programme and complete any statutory, compliance or essential training which may be required
- Ensuring that they are aware of One Academy expectations in relation to line management, through attending role relevant workshops and development.
- Ensuring regular observations of teaching and learning are carried out on delivery staff with sufficient feedback provided giving the said member of staff an opportunity to further develop their teaching and training knowledge
- During the probationary review period, ensuring staff receive sufficient development and guidance to enable them to undertake their role and responsibilities effectively.
- Ensuring all their staff have completed and are up to date on the identified statutory and compliance training, and that this is accurately recorded via their CPD log.
- Ensuring monthly performance reviews take place and that individuals have the opportunity to discuss their development needs.
- Giving staff honest, constructive feedback on their performance.

Directors and Senior Managers are responsible for:

- Role modelling leadership values through developing themselves and their teams as part of continued professional development.
- Ensuring staff are aware of the companies' visions and need for Quality and Improvements
- Ensuring delivery staff has access to resources which helps keep them up to date with sector knowledge and any changes.
- Creating a culture that delivers successful outcomes through people, supporting, developing and challenging teams to succeed.
- Providing appropriate resources (time and funds) for staff development activities
- Ensuring monthly performance reviews take place and that individuals have the opportunity to discuss their development needs
- Ensuring staff undertake appropriate statutory, compliance and essential training as required
- Ensuring all staff have an excellent understanding of the Apprenticeship Standards skills, knowledge and behaviours, Gateway, End Point Assessment and EPAO processes and requirements
- Vocational currency of competence to deliver standards
- Sharing best practice in relation to staff development activities
- Identifying where changes necessitate new interventions, e.g. new Apprenticeship Standard Assessment Plans

Maintenance of Training Record

Once staff have attended and completed a training course, their CPD log (training record) will be updated by the member of staff and line manager authorisation. This includes internal and external delivered courses. It is the responsibility of the member of staff to ensure that records of any external training course are added to their record and submitted as part of appraisal cycle

Definitions - Essential / Compliance Training is a training requirement that has been determined by the One Academy. It is concerned with minimising risk, providing assurance that policies are followed, and ensuring One Academy meets internal or external standards (which might include meeting needs arising from particular legislation). For example, training is required on Safeguarding, Prevent, Quality and Diversity, Health and Safety in order to ensure that staff appreciate their legal obligations and good practice in promoting equality and eliminating unlawful discrimination.

Openness, Transparency and trust - These three words “Openness, Transparency and Trust” are intrinsically bound together with each other. Without openness there can be no trust. Without trust, we will not be open with others. The first and most important element in building trust is openness.

To ensure One Academy has a clear and focused approach to staff development, we are concentrating on a corporate focused, proactive, responsive and fully flexible approach to staff development. We will build upon our ‘House of Quality’ that incorporates and represents a deeply embedded way of thinking that will lend itself into a cycle of compliance & Continuous Improvement (CI) and is supported by our strands of ethos (values & beliefs).

One Academy will look to adopt the four principles below as our guiding light, encapsulating life-long learning that engages all through a rich tapestry of life. Through these principles One Academy will have these woven into the very core principles and fabric of the organisation.

- **Systems Thinking** - optimising how we operate from end to end, working together for the benefit of the One Academy, the lean process affects, maximising our internal expertise to focus on developing our service.
- **Understanding Variation** - using data to gain new insights into performance and to drive improvements in a sustainable way. To set and communicate clear aspirational targets and harvest a developed workforce that will feed into the core-fabric of the Group. A whole organisational needs analysis and a staff skills audit will inform our Learning Needs Analysis (LNA). The outcomes of the LNA will identify the appropriate learning provisions required to enable sustained business performance and will be closely aligned to the overall organisation strategy.
- **Insight** - understanding what makes people tick, emotional intelligence, what our business requires to future proof; this will be through a clear vision of horizon scanning. We as an organisation will learn to work in the system, everybody, every team, every platform; every division is there not for individual competitive profit or recognition, but for contribution to the system as a whole on a win-win basis.
- **Knowledge** - the importance of learning, operational definitions and how rational predications can be made to ensure future developments are thought of. To cope with a changing organisation, the integration must develop the capacity of shifting and changing – of developing new skills and attitudes; in short, the capability of learning.

Organisational Needs Analysis (ONA)

Our Organisational Needs Analysis is driven by our requirement to meet the organisation's future needs in line with its strategic goals and business plan. It allows us to prioritise when we have multiple competing needs, and to make decisions on where to focus time, attention and finite resources most effectively. The ONA is a process for:

- Clarifying where we are now, and where we want to be.
- Assessing the gap between them.
- Identifying the challenges or obstacles in our way.
- Developing a plan for bridging the gap.

Context - We assess our current and long-term goals to understand where we want to be.

Research - We will then carry out a more in-depth research to identify the bespoke requirements of specific departments and teams. This may include some or all of the following, depending on the time and resources available:

- Interviews with employees, managers and key stakeholders or clients
- Observations and shadowing
- Surveys or questionnaires
- Focus group discussions
- Analysis of job descriptions
- Going through the department's succession plan
- Gaining understanding of planned or anticipated changes
- Budget assessment

Analysis - We then review the information gathered and assess the short, medium and long-term development needs of each department covered. This analysis may be for the department as a whole, or sometimes on an individual basis where key individuals have been identified.

Report - The final stage of the ONA process is to develop a report that explains its findings and makes recommendations for bridging the gap between 'where we are now' and 'where we want to be'.

Transparency - A principle of good governance is that stakeholders should be informed about the company's activities, what it plans to do in the future and any risks involved in its business strategies. To One Academy transparency means openness, a willingness to provide clear information to stakeholders.

Summary

People are motivated by self-development which supports retention and nurtures talent. If this self-development is aligned with organisational goals and future needs, you help address the principal-agent problem and build employee motivation. Effective staff development is a continuously active collaboration between One Academy and its staff. One Academy are responsible for guiding and supporting the professional development of their staff by offering learning opportunities, creating professional development protocols, and providing coaching and feedback.

Staff development refers to a process that supports the development, engagement and retention of staff at One Academy. It refers not only to participation at taught courses, but also to online learning, apprenticeships, traineeships, secondments, shadowing, taking on projects, guided experimentation, participation in conferences and exhibitions, coaching, mentoring, and any other activity which provides the opportunity to reflect and develop knowledge, skills, confidence and understanding.

We actively promote equality of access to learning opportunities, and all staff should have access to development which either:

- Enables them to increase their knowledge and contribute more effectively in relation to their current role and against current objectives; or
- Helps them to be more effective in their role by building personal and interpersonal skills as part of their personal and career development.