



Employee Training and Development Policy

Introduction

SR Apprenticeships is committed to training and developing new and existing employees to ensure that they have up to date industry expertise resulting in quality teaching and learning throughout our apprenticeship provision. We are also committed to identifying progression of our employees to build a succession plan throughout the business.

Our Employee Development policy refers to the company's learning and development programs and activities.

Employee development at SR Apprenticeships supports employees in developing the skills, behaviour and knowledge they need to achieve the objectives of their role, team and department, and to enable them to respond flexibly to the demands placed upon them by internal and external change and development.

All employees at SR Apprenticeships are engaged in continuous learning to enhance their performance in their current roles

In the modern competitive environment, employees need to replenish their knowledge and acquire new skills to do their jobs better. This will benefit them both. We want them to feel confident about improving efficiency and productivity, as well as finding new ways towards personal development and success.

Policy Scope

This policy applies to all permanent, full-time or part-time, employees of the company. Employees with temporary/short-term contracts might attend trainings at their manager's discretion.

Development vision

Our Vision for Professional Development

The professional development of SR Apprenticeships employees:

- make the most of our human talent and potential;
- inform, educate, and inspire people to reach their professional goals;
- create a work environment that both challenges and supports people; and
- accomplish our goals faster and easier, with less stress and more enjoyment.

Our Vision for Professional Development at SR Apprenticeships:

- Our culture is one that actively supports participation in learning activities and the application of new knowledge and skills on the job.
- Professional development is provided in many different, easily accessible ways to accommodate diverse learning styles and needs.
- People attending our training programmes learn valuable knowledge and skills in ways that enhance learning, retention, and application.

Responsibility

Our Management Team is responsible for this process, ensuring that it complies with ESFA Funding Rules. It is reviewed annually, or as and when Funding Rules or the Education/Common Inspection Framework (EIF) are revised. The Operations Manager oversees the management of the process and stakeholders involved.

Policy

Employees, Managers and Human Resources (HR) should all collaborate to build a continuous professional development (CPD) culture. It is an employee's responsibility to seek new learning opportunities, alongside participating in Company-wide mandatory employee development annually. One of the main ways for employees to identify learning and development needs is through review at Appraisal. It is a manager's responsibility to coach their teams and identify employee development needs. It is HR's responsibility to facilitate any employee development activities and processes.

SR Apprenticeships strives to ensure that employees meet the appropriate professional standards for teaching, assessment, and learning support by ensuring their recruitment, development and ongoing monitoring is conducted in line with the quality assurance practices undertaken for employees delivering programmes.

In general, we approve and encourage the following:

- Formal training sessions (individual or corporate)
- Employee Coaching and Mentoring
- Participating in conferences
- Standardisation activities
- Job shadowing
- Job rotation
- Secondment

As part of our learning and development provisions, we are able to arrange for subscriptions or educational material, so employees will have access to news, articles and other material that can help them keep up to date with changes in industry ensuring they are delivering relevant teaching and learning and enabling them to become better at their job. There are two conditions for this:

- Subscription/Material should be job-related
- All relevant fees should not exceed a set limit per person

This list does not include software licences or other tools that are absolutely necessary for employees' jobs.

SRA Employee Training and Development Policy
March 2023, Operations Director

The Company CPD Policy is driven by both the need for keeping up to date and indeed at the forefront of changes and developments in the often rapidly moving sector with which we work and also by rigorous self-assessment of performance and stakeholder feedback evaluated as part of the quality assurance and continuous improvement practices.

Individual training programmes

SR Apprenticeships has certain provisions regarding individual training programmes. All employees who have worked for the company more than six months are eligible to participate in external training programmes individually or in teams.

Employees can request to attend as many training programmes as they wish, provided the training is relevant and has been identified as part of their development plan in line with their manager. Employees may be required to provide proof of attendance.

Any employee training that the company mandates (e.g., due to inadequacies of an employee's performance or changes in their job description) is excluded from the training budget and time limit. The company may take care of the entire cost.

All training should consider what employees need and how they can learn best. This is why we encourage employees and managers to consider multiple training methods such as workshops, elearning and lectures.

Corporate training programmes

We might occasionally engage experts to train our employees. The company will cover the entire cost in this case. Examples of this kind of training and development are:

- Safeguarding
- Diversity training
- New systems training
- Leadership training for managers
- Conflict resolution training for employees

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

- Training new employees
- Training teams in company-related issues (e.g. new systems or policy changes)
- Training employees to prepare them for promotions, transfers or new responsibilities

Employees won't have to pay or use their leave for these types of trainings. Attendance records may be part of the process.

Other types of training

Both employees and their managers are responsible for continuous learning. Employees should show willingness to improve by asking their managers for direction and advice. Managers should do the same with their own superiors, while encouraging and mentoring their subordinates.

Employees and managers are responsible for finding the best ways to CPD. They can experiment with job rotation, job shadowing and other types of on-the-job training (without disrupting daily operations). We also encourage employees to use their rights for self-paced learning by asking for educational material and access to other resources within allocated budget.

General guidelines:

- All eligible employees are covered by this policy without discriminating against rank or protected characteristics
- Managers should evaluate the success of training efforts. They should keep records for reference and better improvement opportunities
- All employee development efforts should respect cost and time limitations, as well as individual and business needs
- Employees should try to make the most out of their trainings by studying and finding ways to apply knowledge to their work
- Managers are encouraged to use up their allocated training budget to enhance their team's effectiveness

Procedure

This procedure should be followed when employees want to attend external training sessions or conferences:

- Employees (or their team leaders) identify the need for training.
- Employees and team leaders discuss potential training programs or methods and come up with suggestions.
- Team leaders contact the Operations Manager and briefly present their proposal. They might also have to complete a form.
- Departmental Manager/Team Leader researches the proposal, with attention to evaluation of employee performance (1-1 and appraisal documents), budget and training content as well as relevance of training for the employee.
- Departmental Manager/Team Leader approves or rejects the proposal. If they reject it, they should provide employees with reasons in writing.
- If training is approved, they will make arrangements for dates, accommodation, reserving places etc.
- In cases where the company doesn't pay for the training directly, employees will have to pay and send invoices or receipts to Payroll. Their Departmental Manager/ Team Leader will approve employee reimbursement according to this information.
- If an employee decides to drop or cancel any training they will have to inform their manager immediately. They'll also have to shoulder any cancellation or other fees.
- In cases where training ends with examination, employees are obliged to submit the results. If they don't pass the exam, they may have to retake it on their own expense.

Generally, the company will cover any training fees including registration and examination (one time). They may also cover transportation, accommodation and personal expenses. This is left to the Departmental Manager's discretion. If this is approved to cover these costs, they should make arrangements themselves (e.g. tickets, hotel reservations). Any other covered expense that employees have will be reimbursed, after employees bring all relevant receipts and invoices. If employees want subscriptions, they should ask their managers to do this. SR Apprenticeships will preferably set up the subscription. In some rare cases, they might give formal approval to employees so they can do it themselves. Once employees make arrangements, they should inform their line manager of the cost and any other details in writing. Any relevant invoices should also be sent to payroll.

Managers/team leader's responsibilities also include:

- Assessing training needs
- Maintaining budgets and training schedules
- Assisting with learning and development activities and strategies
- Promoting corporate training programs and employee development plans
- Calculating learning and development KPIs whenever possible and decide on improvement