



*Clare College
Cambridge*

Staff Training and Development Policy

Clare College is committed to the support of staff development for all staff. The key purpose is to facilitate personal and professional development enabling individuals and groups to achieve their full potential at work.

The College also recognises that, as an institution concerned with learning, it has a special responsibility to encourage and support learning for all members of staff.

The College's operational success is based largely on the contribution, commitment and achievements of individual members of its staff, working individually and in teams or groups. The College wants to support staff in the performance of their designated roles and to help them to fulfil their potential during the course of their employment. Training and development includes any activity, which contributes to the enhancement of their knowledge, skills, competence, and working practices. Staff development is thus a key contributor to the success of individuals and ultimately to the success of the College as a whole.

Equality

There will be equality of access to staff training and development opportunities for all staff. No member of staff will be treated less favourably than another. Involvement in staff training and development will be determined only by personal merit, performance and by the application of appropriate criteria.

Identification of Staff Development Needs

An assessment of the skills of individuals, when they are appointed to a new role, will lead naturally to the identification of their need for training and development, related to duties that they are to perform. In addition, staff training and development needs may be identified in a variety of ways, e.g. by skills audit, by feedback and by staff performance appraisal. It is our policy that all staff have at least one annual performance review a year with their Head of Department or line manager, at which time, training and development needs will be assessed and ways of meeting these will be identified, and an appropriate timescale agreed.

HR Officer's responsibilities

It is the responsibility of the HR Officer to oversee implementation of the College's training and development policy.

The HR Officer will be responsible for the budget for statutory training to be undertaken. The HR Officer will work with Heads of Departments to identify statutory training requirements and ensure these are met.

Heads of Departments Responsibilities

The HR Officer will provide guidance to them in meeting their obligations listed below.

Heads of Departments will be responsible for:

- The planning and implementation of cost-effective training
- Identifying areas of their own work and work done by staff for whom they are responsible which could be assisted by training and development activities;
- Ensuring their staff attend all statutory training requirements;
- Prioritising non-statutory training;
- Ensuring that new staff reporting to them are provided with appropriate induction training;
- Ensuring that all staff for whom they have line management responsibility receive regular feedback on their performance, and that end of probation performance reviews and annual performance reviews are completed on time, with clear objectives set, and any training needs clearly identified
- Developing a training and development plan which supports the College and departmental objectives, and regularly reviewing this to ensure that planned training is being delivered on time and that it meets the stated objectives;
- Ensuring that staff who are attending organised training know the reasons for the training, its objectives, the expected outcomes and standard of performance, then ensuring that their performance is measured against this and the training properly evaluated
- Ensuring that staff who are undertaking professional qualifications are given the appropriate support and encouragement, and that regular monitoring is done to ensure they are proceeding well with their studies
- Supporting the HR Officer in the implementation of this policy

Central to the implementation of the policy is the College's annual training plan, which identifies general training needs across all operations, departmental-wide training needs and also individual training needs, and specify how and when these are to be met.

A range of development methods will be used to meet these needs: this may include (but is not limited to) formal training courses, seminars, e-learning presentations, conferences, secondments, training for professional qualifications, on the job training, coaching and mentoring, background reading and project work.

Particular emphasis will be given to the use of Level 2 NVQs which are available at no cost to the College.

Individual responsibilities

The College aims to create an environment where staff take shared responsibility for their own individual effectiveness, personal and career development. All members of staff are required to participate in staff performance reviews, and to make all reasonable efforts to attend training and staff development as may be identified and agreed from time to time.

Individual training expenses

The College is fully committed to the career development of all employees and are therefore willing to meet the costs associated with necessary and identified personal study and training focused on the College's requirements. Expenses incurred attending short term training courses, seminars etc during normal working hours, will be dealt with under our normal expense procedures.

Study Leave and Professional Development

The College will consider financial support for costs associated with training for proficiency at work and/or career development. Members of staff who are interested in pursuing longer-term training opportunities in excess of one week will be required to complete an Application for Staff Training and Development Scheme of Assistance Form, which includes a repayment agreement clause should he/she leave within 2 years of completion of the training, or abandon the training without good reason.

Staff who have been accepted for a course must attend regularly and schedule their annual leave to avoid being away for any course or examination dates. The College reserves the right to ask course organisers for periodic reports on any member of staff's progress.

In the event of examination failure, Head of Departments should consider the individual's circumstances and seek the Bursar's permission before any additional course fees, or payments for re-sits are made.

Training Budget

The College aims to allocate the appropriate resources to support training and development activities identified in annual training plans. All training and development expenditure should be agreed with the respective College Officers at budget review meetings, for approval by Finance Committee.

The HR Officer will be responsible for identifying any potential sources of external funding for training (e.g. government funding) and for investigating and applying for grants as appropriate.

Training Evaluation

The benefits of training activities undertaken by individuals or staff teams should be reviewed within the relevant department following each activity. Evaluation may also take place via informal feedback and departmental meetings etc.

Evaluation and review will also be undertaken centrally by the HR Officer, particularly where training is offered to a group of staff or where substantial investment is involved.

Implementation, monitoring and review of this policy

The HR Officer has overall responsibility for implementing and monitoring this policy, which will be reviewed annually.



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**Application for Staff Training and Development
Scheme of Assistance**

To be completed by the Applicant:

Name:

Department:

1. Course/training/etc. which the applicant wishes to enrol:

Course Title and Venue	Days and Times of Attendance	Fees and other costs

2. The College expects you to continue in employment for a maximum of 2 years after the completion of the course. Should you not do so, the following repayment terms will come into effect:

- i) 100% of the cost will be repayable if you leave within 0-6 months of the completion of the course
- ii) 75% of the cost will be repayable if you leave within 6-12 months of completion of the course
- iii) 50% of the cost will be repayable if you leave within 12-18 months of the completion of the course
- iv) 25% of the cost will be repayable if you leave within 18-24 years of the completion of the course

Non completion

You will be expected to repay the full cost of the course to the College by deduction from your salary on terms to be agreed by the Bursar, in the following circumstances:

- i) if you leave the College's employment during the course
- ii) If you do not complete the course
- iii) If you fail to meet the attendance requirement of the course
- iv) If you do not sit any relevant examination(s).

Declaration

I confirm that I wish to accept the College's support to attend the course under the above conditions and agree that the College has the right to deduct any outstanding amounts under this agreement from any salary or other payments due to me on termination of my employment (as detailed above), or on non-completion of the course (as detailed above).

Signed

Date:

TRAINING AND DEVELOPMENT PLAN: XXXXX Department

Name of employee	Training/Development to be provided	Date	Cost	Outcome/ Result Achieved

