Staff Learning and Development Framework

As a Union, we commit through our Strategic Plan and our People Strategy to have highly skilled, motivated and empowered staff. More specifically we commit to ensuring that the Union's L&D offer is consistent, open and fair. It should be a chain reaction throughout the Union with individual staff directing their own L&D in a way that is personal to their needs.

We aim to be an employer of choice and strive for an environment in which the Union creates a community where staff talents and opinions are valued and they feel empowered to progress and have a positive impact.

Currently (October 2017) this process has identified the following Union-wide priorities:
- Embedding Our Values through Our Standards framework
- Liberation, Equality, Diversity and Inclusivity
- Active Bystander
- First Aid
- Mental Health First Aid
- Train the Trainer
- Communicating for results
- Social Media
- Customer service
- Project Management
- Introduction to Management

The following have been identified as priorities for the management team:
- Recruitment
- Induction
- Health and Safety / Safety Management
- Coaching & Mentoring
- ILM level 5
- ILM Volunteer Management

Our offer for contributing towards the courses aspect of Learning and Development includes:
- Paying for bespoke courses delivered to our staff
- Paying for, or towards, externally run courses for individuals or groups of staff
- Allocating work time to attend courses
- Allocating time to study for courses / qualifications
- Access to Imperial College run courses - http://www.imperial.ac.uk/staff-development/development-options/od-courses/
- Access to Lynda.com through College - http://www.imperial.ac.uk/staff-development/development-options/online-resources/lynda-com/

How are courses and other development opportunities identified / how should you apply?

Each manager has a responsibility to ensure that they have high performing individuals and teams. As such, through inductions, 121's and appraisals, they should identify any L&D needs in order to perform highly in their role for the individual / team.

Furthermore we appreciate the importance of development opportunities outside of the immediate scope of current roles and as such will look to encourage discussion and consideration of such development opportunities. This process can only succeed with significant input from the individual who should take responsibility for and own their personal and professional development with the full support and facilitation of their manager and the Union.

Initial discussions should be with line managers and then through the Access-2-Training (A2T) forms which are considered by SMG. Whilst there will be a particular focus alongside the bi-annual PDR process, requests can be made via the A2T form at any time throughout the year and a response will be received within a maximum of 3 weeks.

The Training Matrix at the end of this framework sets out when an A2T form is necessary and when it is not.

How are decisions made?

There is an annual budget of £36,000+ to fund contributions towards courses where required. Whilst many courses are funded in their entirety by the Union, the budget dictates that there is a need to prioritise how this is allocated. Decisions as to whether to fund any given request, and to what extent, are made by considering the following factors:

- How the course / resource needed aligns with strategic objectives and other identified priorities
- The extent to which the course will benefit the Union versus the extent to which the primary beneficiary is the individual
- Any expected positive impact of the individuals attendance on a course such as improved efficiency in a task or skill in developing their area of work
- Any expected negative impact of the individuals attendance on a course such as a week out of the office during a key period

The A2T form will continue to be used to inform of the decision, including feedback if a negative response and relevant required information for feedback on completion of course if a positive response.

Previous examples

Many course are fully aligned with Union priorities and can be funded in their entirety. This is intended to give examples of where funding has been partially allocated or funding and support for less conventional courses that have been funded in the past. It is not intended to be indicative of what will and will not be funded in the future as individual and organisational needs and priorities are constantly changing and will maximise available resources to respond to this:

Finance qualifications: ACCA / AAT – 33-66% funded + exam / study leave

English-language one-on-one

Beer appreciation

Expedition planning

JOH to add further examples

Other Development Opportunities

Whilst courses are a clear example of Learning and Development opportunities, a large proportion of development opportunities will usually lie outside of that format.

Examples of wider development opportunities are laid out below but this should not be considered an exhaustive list as any idea for development will be considered.

- o On the job – much L&D actually takes this form but is sometimes harder to pinpoint. Increasing quality and / or quantity of particular aspects through improved abilities, skills and experience can display a clear progression and open up further opportunities.
- o Acting up or taking on additional responsibility – this can be through expansion of current role or temporary / permanent vacancy or other organisational need for additional responsibility. It can be a gradual progression or via one or more clear step changes.
- o Mentoring – this can be arranged informally or formally and internally or with external individuals designed to achieve the right results for the individual being mentored.
- o Secondments – these can be arranged from a small scale involvement with a different teams' project through to full-time, long term opportunity within a different organisation.
- o Volunteering days – two volunteering days per year are offered and these can offer additional insight and experience outside current role and organisation.
- o Flexible working – our flexible working policy provides the capacity for individuals to seek and utilise any opportunities that they desire provided this does not have a direct detrimental impact on their ability to perform their role.

Your line manager should be your primary contact on any Learning and Development conversations but where you wish to discuss something with someone else then you are welcome to discuss with the Managing Director who will be happy to talk through options with you.

Student Staff Members

We recognise that student staff are a vital part of our staff team. Often as a result of competing demands for their time and energies, there is not a focus on L&D opportunities within their employment with the Union. The opportunities contained in this document are available to casual staff on the same basis and following the same considerations laid out above but we acknowledge the primary responsibility is to ensure that casual staff understand and can articulate the 'on the job' development that they experience.

Recording Development Opportunities

The PDR process formally records individuals Learning and Development across the previous period and encourages both the individual and the manager to reflect on the development that has taken place in this time.

In order to facilitate a productive discussion at the period end, there should be regular reviews and discussions through 121's and team meetings to discuss the full range of options highlighted above, where development is currently happening and what future opportunities there are for increased development.

The Training Evaluation Process (in conjunction with the training matrix) at the end of this framework captures the process for recognising and recording the effectiveness and outcomes of different development opportunities.

Suggested places to look for courses

As with the rest of this document, these links are only intended as a sample of places to look in order to help find appropriate courses and not an exclusive list of training providers that will be approved.

- o Imperial College – Learning and Development Centre - http://www.imperial.ac.uk/staff-development/development-options/od-courses/
- o Chartered Management Institute - http://www.managers.org.uk/
- o National Council for Voluntary Organisations (NCVO) - http://www.ncvo.org.uk/training-and-events
- o Directory of Social Change - http://www.dsc.org.uk/Training#.VLozaiusWSo
- o *JOH to add further examples*

<INCLUDE A2T FORM>

<INCLUDE TRAINING EVALUATION FORM>

Training Matrix

Training Source	Cost	Time Off	Discussion with Line Manager	A2T	Evaluation form to ASM within 14 days of training completion
Course	Free	< = 1 day	Y	N	Y
Course	Free	> 1 day	Y	Y	Y
Course	Cost	Any	Y	Y	Y
Health & Safety **Legal Compliance** **e.g. Manual Handling** **(LDC or other provider)**	Free/ Cost	Any	Y	N	Y
On-Line Training	Free	< = 1 day	Y	N	Y
On-Line Training	Free/ Cost	> = 1 day	Y	Y	Y
Induction - Mandatory	Free/ Cost	Any	Y	N	Y
Other	Cost	Own time	Y	Y	Y
Other e.g. Shadowing, contact with peers	Free	Any	Y	N	PDR

Process:

1. If a completed Access to Training form has been signed off by the Strategic Management Group and if it requires funding, the form will be handed to the ASC.
2. The ASC will request the direct link of the training to be sent to them to speed the process along.
3. The ASC will raise a Purchase Order/ Credit Card request on eActivities for the amount required to come out of the training section of the Administration budget.
4. Once the ASM approves the request, the ASC will book the training and notify the trainee that it has been booked.
5. All staff members must complete an Evaluation form within 14 days or on completion of their training course whichever is sooner.

Training Evaluation Process

Within 14 days of training completion	**Staff Evaluation Form completed. Staff member completes *SECTION 1.***
Within week of receiving form	**ASC logs onto PDR database. Sends to LM.**
Next available LM 121	**LM discussion with staff member during 121.** **Staff member / LM complete *SECTION 2.***
Next available SMG 121	**LM collates summary of direct reports for discussion with SMG during 121.** **SMG completes *SECTION 3.***
Next SMG meeting	**SMG presents overview at SMG meeting. Where necessary, further SMG comments added.**
Database updated within 1 week	**ASC updates database and signs SECTION *4.*** **ASC files/ scans in evaluation to staff PDR folder. Copy to staff member**
Available for next PDR	**ASM provides LM/ SMG final training schedule for next PDRs.**