

## STAFF DEVELOPMENT POLICY

This complaints policy was created on 01 July 2022.

### Introduction

It is recognised that the success of Standout Media Limited (the business) depends on all staff whatever their role having the relevant skills, knowledge and competencies.

The business recognises that its staff are fundamental to its success. A strategic, professional approach to staff development helps the business to attract and retain high-calibre staff with the skills and competencies necessary to deliver its objectives.

Staff development refers to all the policies, practices, and procedures used to develop the knowledge, skills, and competencies of staff to improve the effectiveness and efficiency both of the individual and the business.

We are committed to providing staff with development opportunities to ensure that individuals are able to contribute fully to the achievement of the business objectives in the context of the strategic plan.

The business acknowledges that as a supplier to public services it has a unique responsibility to support and encourage the development of its staff, and recognises that staff development can play a critical role in building the capability of its workforce.

### Scope

This policy applies to all staff. Formal endorsement of staff development should be given by the Line Manager or Managing Director.

Staff development embraces all forms of development activity including personal study, e-learning, internal or external courses, workshops, work shadowing and planned experiences. We will aim to support individuals through a variety of means within the prevailing budgetary provision and identified business need.

Development activities which have no direct relevance to the individual's role or objectives of the business are not within the remit of this policy.

### Aims and objectives

The main aim of the policy is to provide managers and staff with a framework that supports and encourages the development of all staff in line with the delivery of the business corporate plan as agreed during the annual planning and budgetary cycle. Clear guidance notes are provided to support the achievement of the following objectives:-

- Staff development provided by the business is informed by its strategic aims and operational requirements, taking into account the needs of the individuals and where possible the career aspirations of staff.
- Leaders and Managers are provided with the skills, knowledge and competencies they need to work in partnership with their staff to support their continuous development.

- All staff are supported and encouraged to acquire and develop the relevant knowledge, skills and competencies to enhance their performance in their current role and, where they are involved in succession planning, for their next role within the business.
- An appropriate balance is created between the desire for individual staff members to maximise their potential and for the business to obtain a return on its investment in staff development.
- All staff receive an appropriately organised business and local induction in timely fashion.
- Staff develop the skills to respond effectively to internal and external demands.
- There are appropriate controls in place to enable all staff to be trained at the levels appropriate to their role, in order to ensure the business is compliant with respect to its statutory and legal obligations.

### **General principles**

- The business shows commitment to the development of its staff through encouraging an environment conducive to development.
- All staff development activities will be conducted in accordance with the business's Equal Opportunities Policy.
- All staff have equitable access to staff development opportunities, appropriate to their role and aligned to their objectives.
- All internal training activities will support the need to heighten awareness of equality and diversity issues. Where relevant, this will be reflected in the design, content and delivery of each activity. Where a staff development activity is commissioned from an external provider, the training specification supplied by the business will include the need to heighten awareness of equality and diversity issues and meet the needs of all attendees.
- Funding and/or study leave for the purpose of staff development must be approved by the Managing Director.
- Line Managers are expected to encourage and support all staff (regardless of job role, grade and work patterns) to take advantage of internal and external staff development opportunities relevant to their identified development needs. It is the business's expectation that all staff participate in appropriate development activity.
- The business also recognises that, for its Staff Development Policy to be effective, staff must take responsibility for their own development. In addition to undertaking mandatory and relevant training defined nationally and locally and as requested for a particular role, they are expected to avail themselves of the development opportunities provided to enable them to keep their skills updated and respond flexibly to change.

### **Identification of needs**

Staff development needs are identified in a number of ways:

- Managers are expected to discuss staff development needs with each of their staff at least annually as part of the Performance Review Process.
- The needs of staff new to the business should be identified in accordance with the probation policy within one week of taking up their appointment.

- The needs of staff transferring to a new role within the business should be discussed within four weeks of taking up position.
- Through the needs identified by during annual planning and budgetary cycle.
- Senior management observations and requests
- Actions arising from the staff opinion survey results
- Evaluation of feedback from current areas of business

Staff development needs may be identified throughout the year. The planning processes will retain flexibility for agreement of additional development needs as they become necessary.

## **Responsibilities**

There is a shared responsibility for the development of staff at the business, which is summarised below.

### **Managing Director**

The Managing Director is responsible for:

- Demonstrating appropriate behaviours, especially commitment to excellence and continuous development.
- Identifying needs for development of their staff arising from internal and external changes in the public sector landscape.
- Providing appropriate resources (time and money) for Staff Development activities.
- Ensuring training opportunities are supported in accordance with the business's policy on Equal Opportunities
- Where appropriate, identifying nominee/s among their managers to undertake some aspects of these responsibilities

### **Line managers**

Line Managers are responsible for:

- Ensuring that individuals have the opportunity at regular intervals, to discuss their Staff Development needs.
- Giving staff constructive, honest and timely feedback on their performance.
- Identifying individual and team development needs which take account of both the business goals and relevant aspirations of individuals.
- Regularly considering the development needs which will enable individuals or groups to respond effectively to internal and external changes.
- Establishing priorities taking account of business priorities and making appropriate provision to meet them within the resources available.
- Identifying appropriate opportunities for staff development.
- Where appropriate, approving attendance at relevant staff development activities and making appropriate provision for the release of staff from their duties.
- Recognising and taking into account that disadvantaged groups may require particular encouragement, or positive action training initiatives, to help overcome historical inequalities.

- Briefing and de-briefing their staff who participate in staff development activities, to facilitate effective consolidation of their learning and in some cases dissemination more widely.
- Ensuring equal opportunities in access to staff development is in accordance with the business's Equal Opportunities Policy.

### **Individuals**

Individuals are responsible for:

- Reflecting at regular intervals upon their performance in their current jobs and future career aspirations and identifying their appropriate development needs.
- Discussing these with their Line Manager during their Performance Review Meetings with a view to establishing priorities in relation to their personal or business objectives.
- Taking full advantage of such opportunities.
- For the upkeep and maintenance of their individual personal development portfolio as evidence of their development and achievement.
- Applying newly-developed knowledge and skills to their work and the development of their careers.
- Where difficulties occur, raising issues with their line manager in the first instance.

### **Monitoring and Review of Policy**

- All staff development activities will be evaluated. Evaluating the effectiveness and impact of what they provide.
- We are committed to the continuous improvement of our staff development provision and encourage feedback from staff. Where appropriate, best practice will be shared as part of our commitment to improve our service provision.
- Those responsible for managing staff should, together with the staff member participating in staff development activities, evaluate the extent to which development undertaken has achieved the intended objectives, and where necessary agree appropriate next steps with the staff member during their annual Performance Review.
- Application of the policy will be monitored by the Managing Director