

Staff CPD and Training

This section outlines our approach to staff CPD and training and has been based around good practice recommended by and accepted by the regulators. The image provides a high-level summary illustration of the approach we take to training with further details provided below.



New Staff

All new staff receive a Crossfields Institute induction training programme so as to ensure that each new member of staff receives appropriate guidance and training in relation to:

- Crossfields Institute vision, values, purpose and method
- understanding their own role in the context of the organisation
- including equality and diversity
- policies and procedures relating to the role
- sector developments (both subject and qualification based) and an overview of relevant SSC strategies, plans and remits
- an overview of the regulators and their requirements and expectations
- an overview of relevant legislation

- qualification and unit development procedures (if relevant to their role)
- assessment, delivery and awarding procedures (if appropriate)
- key stakeholders and their roles and responsibilities
- relevant examples of National Occupational Standards or Qualification Specifications/Syllabi (if appropriate to their role)

Formal training needs for staff are identified as part of Crossfields Institute's staff professional development review (PDR) process (which is also used to monitor performance and evaluate the effectiveness and consistency of individual's work). For example, training may be required for areas that include subject specific knowledge, data protection, equality updates, regulatory and market developments, assessment methods, and unit design writing or delivery methods. In some cases Crossfields Institute may ask external consultants to facilitate such training.

In line with the Institute's vision and values, all staff are actively encouraged to flag up individual/group training/standardisation needs with their line manager in order to ensure that Crossfields Institute continues to develop and deliver high-quality provision and provide first class services to our centres and learners.

General Staff Training

In addition to the induction training and individual training, all staff attend regular training on a variety of issues including relevant new legislation (eg equality and diversity), changes to regulatory guidelines and other related subjects. The training session may be delivered by the Director of Operations, Chief Executive, with the assistance of other staff.

Staff Reviews

The performance of each member of staff will be reviewed via our staff Performance Development and Review (PDR) process. Staff PDRs occur twice per year and all Crossfields Institute staff will receive their first review after their probationary period. Training needs are identified during the PDR and training plans put in place. All staff must also renew their Declaration of Interest Form and their Senior Staff Declaration (if applicable) every 6 months as part of the PDR process.

All Crossfields Institute staff will receive one-to-one meetings with their line managers on a regular basis to review their progress.

Crossfields Institute is committed to incorporating specific and appropriate duties in respect of implementing its Equality Opportunities and Diversity Policy into job descriptions and work objectives, for all staff.

Continuous Professional Development Strategy, Policy and Procedure

A. Continuous Professional Development (CPD) Strategy

The Crossfields Institute (The Institute) Strategy is intended to support and help create a motivated, engaged workforce who will perform to high standards. The sustainability of Crossfields Institute relies on the presence, productivity, accountability, competence and ability to reflect, learn and think before acting. As such, Crossfields Institute is committed to developing the skills of its employees and recognises that undertaking Continuing Professional Development, training and qualifications can benefit both an organisation, its employees and its beneficiaries. The Institute aims to promote and facilitate high quality development and staff welfare that encourages reflective and reflexive practice in order to

sustain and increase performance, individual and organisational success and better outcomes for beneficiaries.

The CPD priorities are:

- to enhance and develop staff's knowledge, skills and ability in the areas of administration, leadership, management, finance, quality assurance, qualification development, education and research as relevant to the requirements of their posts
- to facilitate a professional context within which staff can grow and flourish, facilitating that they can truly serve their individual and collective purpose
- to develop a culture of work-based learning, practice sharing and action research
- to keep staff up to date on current legislation, particularly around areas such as Equality and Diversity
- to assure and enhance the quality of qualification development, quality assurance, teaching, learning and research as well as the services supporting them
- to encourage a culture of life-long learning and reflective practice

This Strategy is underpinned by key activities including:

- mandatory CPD
- the induction process for new staff members
- role-specific CPD
- personal development
- organisational development and research relating to vision, method and purpose

B. Continuous Professional Development (CPD) Policy and Procedure

Purpose

To support staff and enable them develop in their roles in order to best meet the objects of the Charity which are to:

- 1.1 Advance, promote and develop education, training and research inspired by Anthroposophy and other holistic and integrative approaches
- 1.2 Support related initiatives and research activities
- 1.3 Develop and/or provide for qualifications and awards relating to such education, training and research
- 1.4 To keep staff regularly updated on legislative issues such as Equality and Diversity

Crossfields Institute recognises that its staff are the key to achieving its vision and strategic plan and is committed to supporting staff in their personal and professional development. The Institute is committed to building on and developing its culture to maintain job satisfaction and further improve the positive experience of working within the organisation. Crossfields Institute aims to attract, retain and develop high-quality and creative staff. The Institute is committed to lifelong learning and staff are encouraged to see development as continuing and lifelong. Crossfields Institute will therefore ensure that CPD activity is managed, implemented and monitored to achieve this purpose.

1. Policy Statement

- 1.1 Employees who wish to undertake any form of training relevant to their role should raise the matter informally with their line managers in the first instance through their

Induction or Performance, Development and Review or other appropriate mechanisms.

- 1.2 All employees must undertake a minimum of 30 hours (pro rata) of CPD and training appropriate to their current role(s) within the Institute, subject to the needs of the Institute, operational and budgetary considerations.
- 1.3 All members of staff have the responsibility to identify appropriate CPD and keep their own personal record of all CPD activities that they have undertaken, including reflections on the CPD activities.
- 1.4 Every effort should be made to undertake a range of CPD types including general personal and/or professional development; research related development; technical /role specific development.
- 1.5 Managers are responsible for supporting their employees through induction and then to help identify training and CPD opportunities and needs on an on-going basis through the Performance, Development and Review Processes.
- 1.6 This CPD Policy does not form part of any employee's contract of employment and is entirely non-contractual. It may be amended, withdrawn, suspended or departed from at the discretion of the Institute.

2. Who is covered by this policy?

- 2.1 This policy and procedure applies to employees. It does not apply to agency workers, consultants or self-employed contractors.
- 2.2 Some employees aged 18 or under are subject to special laws on education and training, and may not be covered by this policy and procedure, depending on their age and qualifications; please contact the HR department for further information about training for young employees.

3. Personnel responsible for this policy

- 3.1 The Chief Executive of Crossfields Institute has overall responsibility for the effectiveness of this policy and procedure and for ensuring compliance with the relevant statutory framework. Day-to-day responsibility has been delegated to line managers and any questions about the content or application of this policy and procedure should be addressed to them.
- 3.2 All managers have a responsibility to lead by example and to promote our aims and objectives, including mission, vision, values and method with regard to CPD, training and undertaking appropriate qualifications.

4. Induction

- 4.1 An employee's induction is the start of their journey with Crossfields Institute. All new staff will complete the Introduction to Crossfields Institute unit upon commencement of their role.

5. Continuing Professional Development

- 5.1 The emphasis of all CPD activities is on raising understanding, levels of competence and professionalism through the Crossfields Institute Quality Standards. It is the intention to improve the practice of both staff teams and individuals by developing a "learning community" in which a supportive and collaborative culture extends the capacity for continuous self-improvement. Crossfields Institute recognises that the

most effective CPD is that where colleagues can learn from one another through feedback, reflection, self-evaluation, coaching and mentoring.

5.2 CPD can take many forms including:

- attendance at a course or conference
- training using in-house expertise
- training using an external consultant, adviser, teacher adviser, or other relevant expert
- training using external expertise for demonstration, or master classes
- visits to other organisations to observe or participate in good practice
- secondments, sabbaticals, study leave, exchanges or other placements including visits abroad
- opportunities to participate in qualification based and validated work
- research opportunities
- distance learning
- practical experiences such as presenting an educational paper, contributing to a training programme both at the Institute or other, being involved in a local, national or international network, working party or partnerships
- job enrichment activities such as taking a temporary post of higher responsibility, job sharing, rotation or shadowing
- producing documentation or resources for the use by other staff, for example assessment materials, qualification development training resources or training videos
- coaching, mentoring or acting as a critical friend
- being part of an interview or accreditation panel either within the Institute or for another body or organisation
- facilitating training by acting as the leader between presentations

6. Mandatory Qualifications and Trainings

- 6.1 Crossfields Institute will on an annual basis review the qualifications and trainings that it requires staff to undertake (mandatory qualifications). Staff are required to attend and achieve these mandatory and statutory trainings and qualifications. The exact level and nature of the qualification and/or trainings will be assessed depending on the role and responsibilities that an individual holds. The Institute may where possible, appropriate and within budgetary constraints, provide support to staff to achieve them, however if support is not provided it does not preclude the requirement to attend and achieve these mandatory and statutory trainings and qualifications.
- 6.2 The Institute will not pay for any professional membership fees.

7. Attendance at Trainings

- 7.1 All staff are expected to attend the trainings that they are identified as being required to attend / invited to.
- 7.2 If a member of staff is unable to attend mandatory or statutory trainings then they must inform their line manager in writing in a timely manner so that costs can be saved, if applicable.

8. Accessing CPD, training or qualifications

- 8.1 All employees who wish to access CPD, trainings or look to undertake a qualification which has been identified in their PDR, must submit a request to their line manager and obtain written authorisation from their line manager.
- 8.2 If support is requested then booking should not take place until confirmation has been received that support is available or the employee is prepared to self-finance the training.

9. Funding to obtain training or qualifications

- 9.1 The Institute is committed, wherever possible and within budgetary constraints, to providing support necessary for staff to undertake qualifications or training programmes, however this support can take the form of time off, financial support, mentoring, work place assistance etc. An employee has no entitlement to this support and if an alternative source of funding is available, then the employee must try to obtain this funding in the first instance.
- 9.2 Where support or funding is agreed and provided, the employee may be required to sign a formal training agreement which confirms that, following completion of the training, if they leave the Institute within the length of time of that training, they will be required to pay a proportion of the fees. (For example if the training is 18 months duration, they may be required to return a proportion of the fees if they leave within 18 months of the completion of the training). This amount will be agreed between the employee and line manager before commencement of the training.

10. Review and Evaluation of training, CPD and qualifications

- 10.1 The Institute will ensure that appropriate quality assurance monitoring mechanisms are in place to ensure that the Institute provides access to provision of a consistently high quality. The Chief Executive will produce an annual report for the Board of Trustees of this review and evaluation and the effectiveness and impact of the training, CPD activities and qualifications undertaken by the employees.

11. Abuse of this Policy and Procedure

- 11.1 Abuse of this policy and procedure may constitute gross misconduct and disciplinary action may be taken against you, under the Institute's Disciplinary and Dismissal Procedure

This policy is reviewed every 12 months by the Chief Executive.

Last review: June 2017

Next review: September 2018