

Staff Development Policy

Contents

1. Introduction
2. Purpose, scope and application
3. Key principles
4. Policy guidelines
5. Approval policy
6. Related policies
7. Further assistance
8. Revision history
9. Document protocol

APPENDIX: STAFF APPLICATION FORM FOR DEVELOPMENT/ STUDY SUPPORT

This policy applies to **Navitas Careers & Industry (“C&I”) Europe**, and **SAE Education Limited staff employed in the UK** (henceforth referred to as “SAE UK”) and reflects current UK legislation and will be updated in line with any legislative changes.

1. Introduction

This policy sets out our commitment to the current and future development of staff skills, expertise and ability in support of our strategic and operational objectives. SAE recognises that effective staff development practices are vital in achieving our goals and contributes to the development of a responsive, staff supportive and well managed organisation.

2. Policy purpose, scope and application

2.1 Purpose

This policy aims to provide managers and staff with a framework that supports and encourages the development of all staff in line with the delivery of SAE’s strategic plan and departmental objectives as agreed during the annual planning and budgetary cycle.

2.2 Scope

The policy covers our approach for supporting staff development through a wide range of methods that support staff throughout their career to improve knowledge, skills, personal abilities, competencies, and understanding, in line with SAE’s aims and objectives.

It includes all training and learning, such as on-the-job training, workshops, work shadowing, job swaps, personal study, e-learning, internal or external courses, webinars and conferences.

It applies to all current, paid employees irrespective of terms and conditions of service, seniority level, or working patterns. We aim to support individuals through a variety of means within the prevailing budgetary premise.

2.3 Application

Managers are expected to discuss staff development needs with their staff at least annually as part of the performance review process. For new members of staff, training and development needs should be identified within the first 6 months of employment and is covered under the Probation policy.

Staff development needs may be identified at any time throughout the year, and managers may need to be flexible to allow consideration and agreement of additional development needs as they become necessary. Training and development should also be an integral consideration by Senior Leaders in liaison with the HR Business Partner during the yearly financial budgeting process.

3. Key principles

a. To ensure that all staff are encouraged to continuously develop and participate in the professional growth

This policy aims to support employees to maximise their contribution within their current roles and where possible, support them to develop towards future career development. Staff are encouraged to achieve relevant work-related qualifications wherever there is a business requirement.

All staff have access to free learning resources, both internally and externally to support self-directed learning, and are encouraged to use these. Additional learning and development activities can include on the job training, job shadowing, coaching and mentoring, and access to resources and training, both internal and external.

Where there are financial implications, priority for funding will be given to initiatives which can have the maximum impact on the success of the organisation and student outcomes and are aligned to our strategic plan.

Staff are also encouraged to ensure that they share knowledge, information and skills gained from learning activities with colleagues, as appropriate. We actively encourage collaborative working and sharing of best practice across the Navitas Group.

b. To ensure that equality of opportunity and diversity is encouraged and supported

We commit to ensuring that equality, diversity and inclusion is at the heart of our activities and business decisions, whilst meeting our legislative and regulatory obligations.

Opportunities and access to development and training will be provided to all members of staff irrespective of gender, ethnicity, age, disability or full/ part time status, as defined within the Equality Diversity and Inclusion policy.

c. To ensure that the Institute takes a strategic/ value add approach to staff development and talent management

All requests for learning and development activities will be appropriately reviewed and considered in line with business need, job criteria and budget, with a view that continuous improvement encouraged and achieved based upon strategic goals.

4. Policy guidelines

Staff development embraces a wide range of learning experiences, both within and outside the workplace, and is a continuing process that can help individuals to:

- a) Acquire knowledge and skills which will enable them to fulfil their current responsibilities more effectively, to increase their performance, job satisfaction and motivation, improve self-confidence and develop their potential.
- b) Achieve agreed strategic, operational, team and individual objectives.
- c) Help departments and the region as a whole to benefit from highly effective competency and teamwork.
- d) Support the continuous personal and professional development of members of staff by helping them to develop skills and/or gain qualifications which will equip them better for future career development.

1. Responsibilities

All employees are responsible for our own development and continuous improvement activities, with the support of line manager to identify learning and development needs that will assist them to undertake their role more effectively or enable them to expand their role.

Managers are responsible for identifying the needs of their staff to meet individual, team and strategic objectives. They should encourage their team to identify development needs and consider requests in line with operational need, priorities and budgetary constraints. Additional guidance and support is also available from the HR Business Partner in identifying staff training and development activities.

A regular scan of industry and the professional environment should be regularly completed by managers to analyse and evaluate internal conditions and external factors that may affect the organisation and their business unit and ensure that staff are adequately developed to thrive in the changing landscape.

2. Identifying learning and development needs

Staff development needs will arise at various times and can be identified through several routes:

Induction and Mandatory (essential) training

The induction of new staff allows for training and development needs to be identified and for managers to establish what training is necessary to ensure full proficiency at the end of the probationary period, or sooner. This could be in the form of on the job training, job shadowing, e-learning courses, handover resources, an assigned mentor - to help the new employee develop in their role.

Within the first week of induction, various mandatory training will need to be completed, as directed by Compliance and HR.

Compliance training

Compliance training is essential for informing staff on laws, regulations and company policies that apply to their day-to day job responsibilities. Certain compliance training courses are mandatory for all staff, such as PREVENT, IT Security and GDPR.

Initial Wellness Health and Safety training

Line managers are legally obliged to ensure that all new staff are given Health and Safety training on their first day, and if their location changes. This means that our staff know what the procedures are in the event of an emergency evacuation and how to report any concerns, incidents or hazards.

If unsure, managers should refer to their local Campus Director who will advise how the necessary arrangements for a WHS Induction tour can be arranged.

Staff should also be advised that the Employee Assistance Programme is immediately available to them and how they can access their services, i.e. details are found via IRIS HR.

Probation reviews

New staff are considered to be on probation during the first 6 months of their employment so that suitable support can be offered to ensure that they are able to meet the objectives set for their role.

A probation training plan should be agreed, with regular discussions with their line manager about their progression and capability to undertake their new role.

Both may agree that due to the new employee being fully competent to satisfactorily complete their role before the original end date. to sign the probation period off earlier.

Performance Reviews

All staff will take part in an annual review of their performance, which gives the opportunity for employees and their line managers to discuss performance within the last year, and to set clear objectives for improvement or development going forward.

Within these meetings, line managers and their staff should identify any development needs they have and how they can grow within their role or for future progression.

Restructuring or change in objectives

Change is ongoing and may be identified as a result of internal organisational development or the external environment. Consideration will need to be given to any significant change and the resulting impact on staff and their development needs to cope with any new or changed demands of their role.

Ongoing development and assessment

Managers and staff will be expected to participate in any regional or global initiatives which increases knowledge, skills, and capabilities, updating personal development plans and activities as required, and within deadline.

Training and development can be provided/ delivered via a range of means; on the job, shadowing, training, self-directed research, use of web resources and materials, webinars, podcasts, and resources from the Navitas intranet, etc.

Navitas advocates the approach of 70/20/10, whereby learning and development activities typically comprising of:

- 70% On the job learning e.g. informal or self-directed learning
- 20% Learning through others e.g. team projects, feedback and coaching, mentoring
- 10% Formal learning e.g. courses, development programs, webinars, e-learning

Staff currently have free access to LinkedIn Learning (previously known as Lynda.com) and are encouraged to regularly review the resources available to enhance and develop their skills.

Further advice and guidance on learning activities can also be sought from the employee's line manager, peers, and the HR Business Partner.

Collaborative working and sharing knowledge/ best practice is also strongly encouraged, and where staff have the opportunity to participate on projects, networking activities, such as programme committees, where they should use the opportunity to share their experience and knowledge with other colleagues and build their professional network accordingly.

Academic staff development falls within the remit of the Directorate of Academic and Student Services, in conjunction with HR, to consider specific development activities and practices which relate to the induction of new lecturers and ongoing initiatives and assessments that raise the quality of teaching and assessment.

Leadership/ Management development

Managers are expected to be responsible for their own performance and development, and in conjunction with their line manager should consider and agree appropriate development activities which enhance and grow their leadership and management capabilities.

Further development support and line management guidance can also be accessed from the Regional HR Business Partner, and global initiatives and programmes, such as Coaching programmes, 360 Leadership feedback, etc.

A dedicated Navitas Leadership intranet site is available, as well as specific line manager support both through the Regional HR Business Partner, the Employee Assistance Programme, and LinkedIn Learning resources.

3. Funding for Staff Development/ Study Support

Each Business area has a learning and development budget, which will vary according to need, strategic initiatives and commitments, financial year and usage. Details may be requested from HR whether support is available for an employee's individual business area.

Applications for Study Support

All requests for support for a particular development activity should be discussed with the employee's line manager in the first instance. Where the activity requires support from C&I/ SAE UK, either for paid time off, or financial assistance (full or partial), the request should be outlined by completing and submitting a Staff Application for Development Support form, available in IRIS HR or via HR.

Study financial assistance, either full or partial towards a professional qualification for all full/ part-time employees may be considered by C&I Europe/ SAE UK, subject to the following criteria:

- Completion of successful probation.
- Temporary employees must have at least one year remaining on their contract.
- The learning activity/ qualification is essential to the role and fulfillment of their objectives.
- Maintenance of satisfactory performance, behaviours and attendance.
- Line manager and budget holder authorisation, and available learning and development budget.
- Ongoing assistance will only be approved upon successful completion of prior learning/ exams and satisfactory performance, behaviours, attendance.
- Support is not available for retakes or completion of any activities previously supported by the organisation.
- Travel expenses are the obligation of the employee.
- Should supported study not be completed by the employee, reimbursement may be sought by the organisation.
- Transfers into a different business unit will need new approval and may not necessarily be supported by the new area.

Clawback may be applied should a member of staff voluntarily leave Navitas or is dismissed, requiring pay back of any company paid fees, as follows:

- Within 12 months of study support: 100% reimbursement repaid by the employee
- Within 24 months of study support: 50% reimbursement repaid by the employee

This will be deducted proportionality by payroll for each remaining monthly salary until departure or may be reimbursed directly by the employee before their last date of employment.

Professional study should be undertaken outside of normal hours, except for attendance at exams. Any time off required for examination retakes will be considered upon request, i.e. either annual or unpaid leave. Staff may also request an unpaid sabbatical in order to complete a professional qualification/ industry placement. Details are outlined in the Absence – Special and Other Leave policy.

If exceptionally approved by the line manager, any agreement to additional paid study leave (up to five days per annum) must take into account the business impact and duration of the request. This must also be logged in IRIS HR.

Decision process for applications

Requests for development activities and support will in the first instance be reviewed by the employee's line manager, and if approved, submitted to the Regional/ Divisional budget holder and HR Business Partner for consideration.

The following factors should also be considered:

- Ability, suitability and commitment to the development activity.
- Availability of budget and cost.
- Operational constraints.
- Time and investment previously agreed, to ensure equal opportunities for all.

Compliance and regulatory training will always take priority when considering allocation of development funding.

If approved, this will be confirmed in writing by HR, and an Agreement letter sent which will outline the specific details of the support to be provided, any approval stipulations and associated terms and conditions of the approval.

Any changes to the terms of study arrangements must be explicitly approved either by the General Manager or Divisional Leader (SLT) and set out in writing to the employee.

If your request is partially approved, or declined, this will be discussed with you and the decision put in writing by your line manager. There may be reasons whereby the training could be better met in a different way, and this will be discussed and fully explored.

Reasons for refusal may be for one of the following reasons:

- The proposed study or training would not improve competency/ effectiveness at work.
- The proposed study or training would not improve the performance of the business unit.
- The priorities/ availability of the learning and development budget.
- The performance of the business unit and priorities of any expenditure.
- Agreeing to the request would have a detrimental effect on team's ability to operate/ meet demand/ deliver the necessary quality standards.
- There are planned structural changes during the proposed study or training period

Right to appeal

An employee has the right to appeal against the decision to refuse study support, which would be raised as a formal grievance in line with the Grievance policy and procedure. The decision from the outcome of an appeal would be final.

4. External events and conferences

Staff may need/ wish to attend external events for their development, seek industry/ regulatory updates or build networks. Requests should be pre-approved by the business unit budget holder and considered in line with business requirements.

5. Monitoring and Evaluation

Managers should always review and assess how effective staff training and development activities have been. This can be by completing a pre-brief and de-brief review to discuss the activity and agree how job performance and meeting objectives can be improved and regularly evaluated to ensure that the acquired skills and capabilities are put into practice and embedded.

A record of training and development activity is maintained for all staff and kept in IRIS HR. A review of training and development should be carried out during the performance review process. HR Services will update and maintain these accordingly on notification of any training activities.

5. Approval policy

This Policy is approved by the SAE UK ELT and SAE Board.

6. Related policies

Please see the following documents and policies for more information:

- Probation policy
- Equality, Diversity and Inclusion policy
- Absence - Special and Other Leave policy
- Grievance policy

7. Related documents

- Staff Application for Development Study Support form
- Unpaid Leave/ Sabbatical Request form

For questions or further assistance, please contact HR.

8. Revision history

Version Control

Issue Date:	Summary of Changes	Review Date
February 2021	New policy: approved by ELT and Board	January 2023

9. Document protocol

Document I.D.	Staff Development Policy
Responsibility	HR Business Partner, Human Resources
Initial Issue Date	February 2021

End

STAFF APPLICATION FOR DEVELOPMENT/ STUDY SUPPORT

SECTION 1 – PERSONAL DETAILS			
Surname		First Name	
Job Title		Department	
SECTION 2 – STUDY REQUEST/ PROGRAMME			
Course/ Activity Title*		External or internal?	
Qualification			
Place of Study			
Dates From		Dates To:	
Annual programme fee	£	**Number of years	
Total cost of programme	£		
SECTION 3 – DESCRIBE HOW THIS QUALIFICATION IS AN ESSENTIAL CRITERIA IN THE JOB DESCRIPTION OF YOUR CURRENT ROLE AND THE REASONS FOR YOUR APPLICATION			
SECTION 4 – EMPLOYEE DECLARATION			
I have read, understood and agree to the terms of the Staff Development Policy, any stipulations which may be associated with approval including appropriate clawback clauses should I no longer be employed by C&I/ SAE.			
Signed:		Date:	

*Include a copy of the course details and fees with your form.

**If your course is more than twelve months, you will need to re-apply each year to request financial support.

SECTION 5 – APPROVAL BY LINE MANAGER	
I confirm that the above member of staff is eligible as detailed in the Staff Development Policy and subject to budget availability, support this application.	
Name & Job Title	
Signature:	Date:
SECTION 6 – AUTHORISATION BY REGIONAL BUDGET HOLDER/ DIVISIONAL MEMBER OF SLT	
Name & Job Title	Funding Agreed: Y/N
Review comments, including reasons for approval/ denial, what expenses are specifically covered and any additional stipulations:	
Signature:	Date:

Please send the completed form to your line manager and SAE-HR@Navitas.com

Terms and conditions of Careers & Industry Europe/ SAE UK Study Support

Please refer to the Staff Development Policy for further details.

By applying for financial development/ study support, you confirm that you meet the following criteria:

- Completion of successful probation.
- If you are a temporary employee, you have at least one year remaining on your contract.
- The learning activity/ qualification is essential to the role and fulfillment of your objectives.

If approved, you agree to maintaining satisfactory performance, behaviours and attendance, and a commitment to successfully undertake and complete these studies.

Approval is subject to:

- Professional study being undertaken outside of normal hours, except for attendance at exams. You must immediately request time off for examinations upon notification of the dates.
 - Any time off required for examination retakes will be considered upon request, i.e. either annual or unpaid leave.
 - You may also request an unpaid sabbatical in order to complete a professional qualification/ industry placement. Details are outlined in the Absence – Special and Other Leave policy
- Line manager **and** Regional Budget holder authorisation, and available learning and development budget. The approval must explicitly state what fees/ expenses are included and approved for reimbursement/ payment.
- A new approval will be required for each year of study, and should not be automatically relied upon, as this policy and budgets are subject to change and/ or withdrawal.
- Any further/ ongoing financial assistance will only be approved upon successful completion of prior learning/ exams, satisfactory performance, behaviours, attendance, and job requirement.
- Support is not available for retakes or completion of any activities previously paid for by the organisation.
- Any travel or ancillary expenses are the obligation of the employee, unless explicitly agreed within this approval by the Budget holder.
- Should the financially supported study not be completed by the employee, full reimbursement may be sought by the organisation.
- Transfers into a different Group business unit will need new approval and may not necessarily be supported by the new area.
- Reimbursement claw-back requiring pay back of any company paid fees will be applied should you voluntarily leave Navitas or are dismissed, either via proportionate deductions by payroll from each remaining monthly salary until departure or reimbursed directly by you before your last date of employment, as follows:
 - Within 12 months of study support: 100% reimbursement repaid by the employee
 - Within 24 months of study support: 50% reimbursement repaid by the employee

Any changes to these terms, must be explicitly approved by either the General Manager or Divisional Leader (SLT), and set out in writing in the Study Agreement letter.