



POLICIES & PROCEDURES

Training and Development Policy

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Reviewed by: Chris Foley

Signed: *C W Foley*

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Oxford Energy Academy Ltd
Training and Development Policy and Procedures

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Policy

Oxford Energy Academy is committed to excellence in people development in order to maintain and enhance its position as a training provider. Oxford Energy Academy aim to create a culture of learning throughout where individuals take responsibility in partnership with the company for their development. Oxford Energy Academy recognises the need to develop its people so that they are fully equipped to deliver the company's business objectives; both now in the future.

Objective

To ensure that the company has people with the appropriate knowledge, skills and behaviours to meet its business objectives in both the short and longer term. And to allow our people to achieve their potential and career aspirations within the company

Aims

- To equip people with the technical skills required
- To provide leadership and management development to all managers within the company.
- To identify the development needs of the company and those of individuals and balance the two.
- To ensure that development needs are identified as part of the business planning process and reviewed regularly.
- To promote the use of the full range of development opportunities, ensuring that where a formal course is chosen it is the most appropriate solution.
- To ensure equality of access to all development opportunities.
- To provide career development for all.
- To provide personal and tailored consultancy services to help individuals and teams meet their needs.
- To provide effective induction for all new appointees and people moving jobs.
- To ensure the effective delivery of mandatory training e.g. Health and Safety, Equal Opportunities etc
- To ensure the appropriate skills are in place to deliver the business strategy

Procedures

Identifying Needs

Individual - these should be identified as part of the Policy and Procedures process. When individuals work objectives have been agreed they should, with the office manager, consider the development needs to enable them to meet those work objectives. At the same time individuals should consider their longer-

Quality Assurance

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term career aspirations and identify the development needs arising from these. These should always be discussed the office manager who will need to take account of the needs of the whole team and operational requirements before agreeing.

Team - these too should be identified as teaching staff and office staff

Organisational

These may arise as the result of new projects, changes in legislation, the introduction of new policies or procedures etc and should be considered by the directors as part of the Business and Resource Planning process which takes place in January/February each year. They should be included in business plans and notified to the office manager at the same time to allow for money to be allocated. Other needs may be identified through the year as a result of specific interventions e.g. changes in legislation, assessments or reviews etc. Again, the office manager should be advised at the earliest opportunity to allow for resources to be made available and the appropriate planning to take place

Development needs should be reviewed formally at least once a year during the appraisal process.

Meeting needs

Individual – once development needs are identified the individuals Directors or the office manager will contact them to discuss the detail of the need and how that need might best be met. Depending on how the need is to be met the Directors or the office manager or the individual will need to take appropriate action by organising with the office manager and providing cover for classes if necessary.

Before undertaking any development opportunity the individual needs to set specific learning objectives. This should take place in a discussion with the Directors or the office manager to determine precisely what is to be gained in terms of knowledge, skills and behaviour from the event.

Team - again with the training and development of teams the Directors or the office manager will carrying out a training needs analysis and identifying the most appropriate solution. Wherever possible they will provide a tailored solution to the particular need identified.

Organisational - once a broad need has been identified more specific training needs analysis will be carried out by the Directors or the office manager. This will enable them to specify the requirement and determine the most appropriate way of meeting the needs. With large programmes this will be discussed and agreed in principle with the Directors or the office manager, and in certain circumstances, Directors or the office manager. will then be discussed and agreed with the teams to ensure their requirements are taken into consideration.

Evaluation

Learning must contribute to both business success and personal development and overarching this is the need to ensure that the company achieves value for money. For these reasons there must a robust process of evaluation in place. All development activity will be evaluated in accordance the companies and Individual needs.

Roles and responsibilities

Individual - the prime responsibility for identifying training and development needs and co-ordinating the process of addressing those needs is that of the individual with the office manager. Support to achieve this can be obtained from the Directors.

Office manager - helping to identify needs, identifying options to meet those needs and measuring the impact of development on the business of the team or Individual, Also inducting new members of the team

Directors - has the overall responsibility for the development of engineering skills within the company. Also has a key role in the Career Development Programme for teachers supporting individuals to meet their career aspirations and ensuring the Individual has the appropriate skills to meet the long term business challenges.

Identifying companywide development programmes in conjunction with the policy/business needs.

Ensuring that technical development needs are met across the company and to correctly identify needs and the most appropriate solutions. Where appropriate organising the development activity

Ensuring the needs of the company are met

The Training and Development Policy is to consider training and development needs more strategically. The Directors will in addition to the processes described above provide a view of the broader business issues that will influence the longer-term needs of the company.

The Directors will also contribute to setting and prioritising the budget although accountability will depend on the contribution of training and development to the business success.

Equal Opportunities and Diversity

Oxford Energy Academy Ltd is committed to ensuring equality of opportunity in the development of its people. This means that we have a range of initiatives to ensure that this is achieved. These include: diversity and equal opportunities awareness; the monitoring of the take up of different development events; and a range of development opportunities to meet individuals needs and personal circumstances. If any individual feels they have been denied access to development they should in the first instance discuss the matter with the office manager. If they remain dissatisfied then they may discuss the matter further with the directors

Technical Development

Technological changes in our industry are occurring all the time and the company and its people must be equipped to take on these changes. The emphasis will be on identifying individual needs and meeting those needs very specifically. External and internal courses and will continue to be offered, however there will be an increasing use of external courses for the teaching staff and office staff.

The responsibility for the technical development teachers is the directors who will be working closely with the office manager, to ensure that core technical needs are met in an appropriate and timely manner. A list of these core subject areas, and the course specifications are available.

Leadership/Management Development

The development of all managers within the company is a key strand of the training and development strategy. The identification of leadership/management potential will happen via the directors. The Leadership Development Programme is designed to the necessary skills and behaviours to lead the company to meet business challenges.

Managers are expected to participate in training programmes and actively pursue their own development plans with the support of the directors.

Induction

Everyone new to the company and existing people who change jobs within the company must receive an appropriate induction. For new teachers this includes attending Bpec and other awarding bodies' induction with the directors

Career Development

All members of the company have the right to expect their careers to be developed and the directors have a key role in ensuring that individuals receive the support and practical help required to meet their aspirations. There will always be a balance between meeting day to day business requirements and allowing individuals the scope to develop more widely with the directors and office manager are accountable for achieving this balance.

The Career Development for teachers is specifically designed to meet the needs of Bpec, gas safe and other awarding bodies and organisations.

A similar programme for office staff will be developed and implemented within the company requirements

The Training and Development Budget

The budget is developed annually with the directors and is managed by the office manager.

Travel and subsistence to attend development events

Management of and accountability for the budget are the same as for the Training and Development Budget. It covers only UK.

Individuals are expected to make use of the most economical means of travelling to development activities. Standard rate of mileage will only be authorised if it is the most efficient and effective use of company funds. The office manager should be consulted if there is any doubt and will reduce claims to public transport rate if they have not been consulted and there is doubt as to the reason why standard rate has not been claimed.

Lunch will only be provided at in house events if there are participants who have traveled or it is important to the smooth running of the event and participants would benefit from networking e.g. the induction course

Conferences

The cost of attending conferences will only be met from the Development Policy and Procedures budget if the conference is developmental i.e. it keeps an individual up to date with what is happening in their particular field (IV meetings etc). The need to keep abreast of current thinking must be identified in the Development Policy and Procedures.

Residential Events

Development events are run residentially for a number of reasons: the nature of the event means there is benefit to be gained from working in a less formal setting; the content of the event requires a more flexible approach to the organisation and length of sessions; optional evening sessions may be part of the programme etc. The cost of running a residential event is considerably higher than running it on a daily basis; therefore there are always sound business reasons for taking this option.

It is accepted that for some people their domestic commitments will not enable them to attend such events. This is quite understandable and alternative means of delivering the development will therefore be determined in consultation with the individual. However, if people do not have domestic commitments that prevent their attendance they will be expected to participate on a residential basis. This may mean working longer hours than the normal working day. This is to enable people to get the most out of the event and it is expected that you treat the experience in this spirit. If you return from the event and feel that you have worked considerably more hours than you would normally and feel that some time off in lieu would be appropriate then it is for you to discuss this with the directors or office manager. It is however expected that this would be the exception rather than the rule.

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