



APPENDIX 3

STRATHCLYDE PARTNERSHIP FOR TRANSPORT

EMPLOYEE DEVELOPMENT POLICY GUIDANCE AND PROCEDURES

The Employee Development Policy outlines Strathclyde Partnership for Transport's commitment to employee development to ensure that our employees have the right skills and levels of competence at the right time in line with relevant regulatory frameworks and good practice.

SPT undertakes a wide range of different training and development activities, and follows good practice in relation to the employee development life cycle from needs analysis through to planning, design, delivery and evaluation. Arrangements and related procedures are set out in this document.

Arrangements

1.1 Learning & Development Plan

SPT's L&D plan will be created by the L&D/Training leads on the basis of departmental plans developed by line managers and will comprise of the following elements:

- Corporate training needs identified by the Strategy Group in response to legal or regulatory change or to support strategic initiatives.
- Mandatory training/certification that is needed to comply with regulatory legislation e.g. First Aid training, PTS.
- Professional development (including Further Education sponsorship).
- Skills based or any other training as agreed in individual and team plans.

Progress in relation to achievement of this annual plan will be reported to the Strategy Group on a regular basis.

1.2 Competency Management

SPT arranges training and other employee development activity to ensure that employees have the right competency, skills and knowledge to undertake their roles effectively.

Employees employed in operational areas regulated through the Railways and Other Guided Transport Systems (Safety) Regulations (ROGS) are subject to regular competency assessments as defined under the competency management system. These assessments are undertaken by qualified Assessors and verified against the agreed standards. Competency assessments records are held by the L&D/Training leads in the specific departments.



1.3 Further Education Sponsorship

SPT aims to support employees who apply to undertake a course of study of Further Education which is relevant to their role (for example: an HNC, HND, undergraduate degree, postgraduate degree etc).

Requests to undertake a course of Further Education study should be discussed by the individual employee and their line manager in the first instance and must be authorised by the relevant Senior Manager (Grade G or above) and Director.

Full details of the processes that apply to Further Education are set out in Appendix A.

1.4 High-cost Learning and Development

A 'high-cost' course is defined as: any one training course, conference or learning intervention, of one day or more, which costs more than £1000 excluding travel/accommodation costs.

SPT recognises that high-cost courses and training are occasionally required as a result of a business need, other than those covered by the Further Education procedure. Whilst this type of development activity is sometimes necessary to meet departmental and individual requirements, it can also be personally advantageous, potentially making the individual more marketable and likely to leave SPT, placing a strain on the Learning & Development budget. Therefore, the relevant Director must authorise this level of spend and employees who undertake a high-cost activity must complete a Learning Agreement which obliges them to pay back 100% of the fees in the event that they voluntarily leave SPT within 2 years of completing the activity.

1.5 Induction

All new employees starting with SPT will receive an induction appropriate to their role. The induction process aims to integrate new employees into the organisation and provide them access to the resources that they will require to perform their new job effectively and efficiently. Line managers are responsible for creating and implementing the induction plan which will include a member of the HR team conducting a session focused on information about employment policies, procedures and conditions of service on the new employee's first day whenever possible.

SPT recognises that an induction is also necessary for existing employees, when an employee is promoted or transferred to another role or department. Existing employees should receive an induction from their line manager to orientate them to their new role and team.

Further details of the Induction process are set out in Appendix B.

The induction process will vary depending on the role undertaken and must be developed by the line manager. An induction template can be found in Appendix C.



1.6 Evaluation

Evaluation of learning and development is necessary in order to:

- Ensure that employee development activity aligns with SPT's strategic and operational priorities
- Demonstrate value for money and return on investment
- Encourage improvement in L&D methods (and highlight any issues with training providers, methods or venues that have been used)
- Highlight areas of future training needs.

Evaluation can take various formats and includes initial feedback as well as a review of the development activity and the impact it has had the individual's performance in the role/project a number of months after the activity concluded.



APPENDIX A

Further Education Sponsorship Process

SPT aims to support employees who apply to undertake a course of study of Further Education which is relevant to their role (for example: an HNC, HND, undergraduate degree, postgraduate degree etc.)

Requests to undertake a course of Further Education study should be discussed by the individual employee and their line manager in the first instance. The business case for sponsorship should be recorded on a Further Education Request Form and sent to the L&D/Training lead with any supporting information, e.g. course description, a web link to the course etc. for an initial review to consider suitability, costs and alternative options before the request is formally submitted to the relevant Manager (Grade G or above) and Director for consideration.

Where courses of study span more than one year, or have multiple modules, sponsorship is agreed in principle at the outset subject to satisfactory progress in both the course and work performance each year. The L&D Assistant will ask the authorising Manager and Director to reconfirm approval on an annual basis; any changes will be set out in a revised Further Education Request Form.

Employees who are successful in their requests must sign a Learning Agreement which outlines the terms of the sponsorship, including the post-qualifying tie-in period that will apply. The tie-in period for courses at HND level and above is two years starting at the date the qualification/award is achieved.

The employee should send a list of the subjects that they enrol on to the L&D Assistant, along with evidence of any exams taken, if applicable. Exam fees will only be paid once under the sponsorship arrangement. If the employee fails an exam they must pay for their own re-sit fees, and will not be eligible for another day of study leave.

Study leave is available to an individual undertaking Further Education study on the basis of 1 paid day for each exam/module that is taken, in addition to the exam day itself. For all non-examined work (i.e. essays, dissertation etc.), paid study leave may be granted at the discretion of the Department Head/Manager and in line with the operational needs of the business.

Employees are responsible for sourcing their own learning material, using resources such as university/college library facilities and online learning resources. Course textbooks paid for by SPT as part of the academic sponsorship arrangement must be returned to L&D on completion of the course so that they can be used as a learning resource for other employees.



APPENDIX B

Induction Process

B1 New employees

All new employees starting with SPT will receive an induction appropriate to their role. The induction process aims to integrate new employees into the organisation and provide them access to the resources that they will require to perform their new job effectively and efficiently.

A member of the HR department will conduct the first part of the induction process on the new employee's first day, or as soon as practicable, which focuses on information about employment policies, procedures and conditions of service.

The second part of the induction is organised by the new employee's line manager, which covers information on the department, the role and all relevant regulations/processes. This induction plan may take several weeks to complete. The plan will include an in-depth health and safety induction tailored to the specific role/workplace.

Thereafter, any training and development requirements should be included in an individual/team development plan for actioning; and progress should be discussed as part of the probation review process in the first instance.

B2 Existing employees

SPT recognises that an induction is also necessary for existing employees, when an employee is promoted or transferred to another role or department. Existing employees should receive an induction from their line manager to orientate them to their new role and team.

Thereafter, any training and development requirements should be included in an individual/team development plan for actioning; with progress discussed as part of the probation review process in the first instance.



APPENDIX C

INDUCTION CHECKLIST

| | |
|------------------------------------|--|
| Name: | |
| Employment Start Date: | |
| Employee Payroll Number: | |
| HR rep. responsible for Induction: | |

DEPARTMENTAL INDUCTION

| Activity: | Date arranged / Complete √ | Notes: |
|---|-------------------------------|--|
| FOR ACTION BEFORE START DATE | | |
| 1 First Day Induction with HR booked? | | |
| 2 PPE: • Check that order has been made for PPE | | |
| 3 Equipment: • IT account / email / telephone directory • Laptop / phone? • Desk / storage / locker • Stationery etc. | | |
| 4 Prepare Induction Plan | | |
| DAY ONE | | |
| 5 HR Induction | | |
| 6 Safety Induction: • H&S induction • PTS required? • Identify other role-specific H&S training required • DSE assessment required? | | Check PTS dates by emailing <i>PTS Admin</i> |
| 7 Welcome to Team: • General meet and greet in immediate work area o Consider day to day mentor/buddy? • Initial Tour of department and facilities (toilets, desk, kitchen, break-out spaces, printers etc.) • Log into PC – Outlook Calendar etc. | | |
| 8 Initial 121 meeting: • Explain the team structure and main roles • Outline Induction Plan • Confirm typical working hours / roster etc • Outline key priorities for team and new start | | |



| Activity: | Date arranged / Complete √ | Notes: |
|--|-------------------------------|---|
| WEEK ONE | | |
| 9 Outline management arrangements: <ul style="list-style-type: none"> Outline approach to 121 and team meetings (with whom? how regular? what's expected?) Objectives and Personal Development Plan / identify initial training requirements (follow-up on any specific needs identified during selection process) How will feedback on progress be shared? Probation Process – Formal Reviews at 3 & 6 months – diarised Local management of Annual leave requests, sickness notification | | |
| 10 Key contacts / stakeholders / site orientation <ul style="list-style-type: none"> Name, Role title Building / System / Site overview or visit(s) | | <i>Ensure that any meetings with key contacts/customers etc have a clear scope re: what you need the meeting to cover</i> |
| 11 If people manager, arrangements to meet direct reports <ul style="list-style-type: none"> Name, Role title Name, Role title | | |
| 12 Systems overview / Process overviews <ul style="list-style-type: none"> Budget holder? Meet Finance contacts Governance Manual? | | |
| MONTH ONE | | |
| 13 Informal meeting to discuss progress in first month <ul style="list-style-type: none"> Review objectives and personal development plan, refresh/refine as required Follow-up actions required? | | <i>Ensure any concerns re: performance are identified and discussed as soon as possible in order to clarify expectations and assistance required.</i> |



| Activity: | Date arranged / Complete √ | Notes: |
|--|-------------------------------|---|
| MONTH THREE | | |
| 14 Complete formal 3 month probation review and submit to HR <ul style="list-style-type: none"> Follow-up actions required? | | |
| MONTH SIX | | |
| 15 Complete formal 6 month probation review and submit to HR <ul style="list-style-type: none"> Follow-up actions required? | | |
| Performance Development - Ongoing | | |
| 16 Agree Personal Objectives and Personal Development Plan <ul style="list-style-type: none"> Diarise informal and formal reviews Contact L&D/Training Leads to agree training and development requirements | | <p><i>Work priorities/objectives are likely to change over time. If formal personal development objectives are set, consider appropriate timescales. It is recommended that at least 2 formal reviews are planned each year.</i></p> <p><i>Discuss any training needs and how individual/team development plans are agreed and monitored.</i></p> |