



Learning and Development Policy

1. Purpose and Scope

- 1.1. York St John Students' Union believes that staff development and learning is an integral part of the organisation's culture. Prioritising learning and development help to ensure that staff can perform effectively, continually develop, aids personal growth, and, in doing so, ensures that the organisation achieves its objectives whilst continuously developing.
- 1.2. The Students' Union aims to provide all staff with an environment where continuous development can take place and where staff are encouraged, supported, and enabled to meet the changing demands and priorities of YSJSU and its service users.
- 1.3. Learning and development will require regular review and staff will be encouraged to play an active part in identifying their own learning needs, selecting appropriate learning methods, and in assessing the outcomes and effectiveness of their learning. Options for learning and development may include:
 - On the job learning/learning from others in the organisation
 - Internal workshops/learning for groups or teams
 - Mentoring
 - Management Development
 - IT Staff Development
 - Development for All – diversity, personal and professional development, technical skills, etc.

2. Core Learning

- 2.1. The Students' Union have identified specific areas of learning which are essential for all employees.
- 2.2. All employees are entitled to:
 - equal opportunities in all aspects of their development;
 - an induction into their job, their team and the organisation;
 - an explanation of the direction and the objectives of the organisation;
 - clear and measurable objectives for their performance at work;
 - a twice-yearly review of their performance;
 - a manager who is committed to staff development;
 - learning, coaching and development opportunities to enhance learning, development and aid career progression; and,
 - Training about GDPR and data protection

3. Induction Programme

An Induction Programme helps new staff to familiarise themselves with the organisation, get to know others and to become more quickly at ease in a new work environment. All new staff will take part in an essential induction programme including an introduction to YSJSU staff, the mission, goals, and values of the organisation, key workplace policies, and basic working practices and procedures. The Induction Programme will (normally) be the responsibility of the appropriate Line Manager and/or supervisor.

4. ICT (Information and Communication Technologies)

It is important that all employees are given opportunities to enhance their ICT skills. The organisation is committed to ensuring that all employees have competent grounding in the use of ICT in the wider context of their professional roles. Employees are positively encouraged to become familiar with all extranet, internet, email, other electronic facilities and computer software packages that they will be utilising as part of their day to day role. Initial information and training will be provided on commencement of employment and when any changes in the use of technology occur.

5. Identifying and Assessing Learning Needs

- 5.1. The Students' Union believes that the identification of learning needs for staff should be an ongoing exercise. Individual staff learning needs will be identified with the Line Manager during regular one-to-one meetings and the yearly appraisal process. Collective learning needs may be identified within staff groups or teams and discussed with the appropriate Line Manager.
- 5.2. Each Line Manager has the responsibility for the development of their staff, for assessing learning and development needs, and identifying suitable learning methods.
- 5.3. The Management Team has the primary responsibility for implementing the learning and development policy, by ensuring staff are given the necessary opportunities to undertake appropriate learning and development activities. Managers and staff should discuss, agree and evaluate learning and development interventions as follows:

Organisational Level	Team/Department Level	Individual Level
Role: Line Manager		
Help to develop the organisation by proactively developing and delivering learning	Identify and analyse team development needs	Recommend /authorise staff development opportunities
Ensure all development links to the achievement of strategic plan	Provide opportunities to develop and learn	Arrange and attend the pre and post course development meetings to discuss achievement of learning objectives and transfer /application of knowledge, skill or behaviour into the workplace
Act as role model	Evaluate the effectiveness of staff development approach	
Provide opportunities to aid staff to develop and learn	Act as coach for team	
	Act as role model	Provide on-going coaching
Role: Individual		
Develop in line with	Transfer new skill,	Identify development

<p>personal development objectives as agreed in appraisal</p> <p>Demonstrate ownership of career and willingness to develop and learn</p>	<p>knowledge or behaviour into the workplace in appropriate way and timescale</p> <p>Share knowledge and skill with others</p>	<p>needs</p> <p>Proactively seek opportunities to upgrade knowledge, skills and behaviours required in current position</p> <p>Ensure pre and post course development meetings with manager are booked and attended</p> <p>Evaluate effectiveness of learning and development</p>
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6. Recording, Monitoring and Evaluation

- 6.1. The Chief Executive Officer and Management Team have overall responsibility for ensuring that records of employee learning are created and maintained, and that all learning and development activities are monitored and evaluated in terms of suitability, effectiveness, and value for money.
- 6.2. Employees and Line Managers have responsibility for reporting on the effectiveness of any staff development programmes undertaken via the learning and development logs (found on the shared drive).

7. Performance Management

Performance management is an on-going communication process which involves both the Line Manager and their employee in:

- Identifying and describing essential job functions and relating them to strategic and operational objectives of the organisation;
- Developing realistic and appropriate performance standards;
- Giving and receiving feedback about performance;
- Participating in constructive performance appraisals; and,
- Planning learning and development opportunities to sustain, improve, or build on employee work performance.

8. Appraisals

- 8.1. Appraisals are an essential component of the Students' Union's performance management framework and are supported by a regular support and supervision between Line Managers and their employees throughout the course of the year.
- 8.2. The appraisal scheme allows for every employee to be formally appraised with their Line Manager through a structured discussion on work performance over the previous year, and which must also incorporate the employee's learning and development needs for the following year.

8.3. It is an opportunity to build on strengths and address areas, which require support, thereby enhancing the potential skill base of the individual employee.

9. Support for External Learning

9.1. The Students' Union is committed to ensure that all staff have the opportunity for self-development by acquiring skills and knowledge for personal development. All full-time employees will therefore be required to spend a minimum of 20 hours and a maximum of 70 hours within recorded working hours per year in the pursuit of their own personal development. This should be agreed with their Line Manager and recorded in their learning and development log, calendar and flexi record.

9.2. Should staff wish to undertake training which is not directly related to day to day work activities (excluding conferences) or complete an accredited programme of study which leads to a qualification, guidance about the level of support provided by the Students' Union is highlighted below:

- Discuss the training with your line manager in the first instance and seek agreement for any related expenditure.
- Staff are required to have worked at YSJSU for two years before pursuing training or qualification of this nature, unless it has been agreed during the recruitment process that staff should undertake the training at an earlier stage, or agreed by the Chief Executive Officer.
- Financial assistance towards course fees will be offered at the discretion of the Chief Executive Officer and/or the People and Culture Committee; it is not a contractual entitlement.
- The number of applications that the Students' Union can support may be limited by budget constraints.
- The staff member will be responsible for the payment of any repeat course and examination fees.
- If a staff member leaves the employment of the Students' Union, for any reason, within 12 months of completing the programme/course of study, 50% of the fees will be recoverable by YSJSU. If the staff member leaves before completing the programme, the staff member will be required to repay 100%.
- The staff member will be given paid time off to take examinations forming part of the approved course of study. Staff will also be granted ½ day paid study leave for each examination.
- The Students' Union will not reimburse the purchase of books which are not included in the fee.
- Time off work to attend training events or a course of study will be at the discretion of the line manager or Chief Executive Officer (up to 10 days in any academic year). Travel expenses will not be paid.

9.3. If staff wish to make an application for support towards external learning and development, the 'Fee Payment Form' should be submitted to the Line Manager in the first instance. The Line Manager should retain a signed copy for future reference.