

# St Padarn's Institute Staff Development Policy



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ST PADARN'S INSTITUTE

## Document Control Table

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# St Padarn's Institute Staff Development Policy

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## 2. Introduction

St Padarn's is committed to the ongoing learning and development of its staff to enable them to fulfil their potential and to maximise their contribution to the outworking of the mission of the Institute. St Padarn's promotes a culture in which staff learning is an integral part of staff members' daily work.

Staff development refers to any activity which supports the development, engagement and retention of staff at St Padarn's. It does not refer only to participation in taught courses, but to a wide variety of activities which support development.

## 3. Aims

The staff development policy aims to ensure the following:

- That all staff are provided with development opportunities that help them to perform well within their current roles and where possible are supported to advance in their careers and develop their potential.
- That staff learning furthers the purposes of St Padarn's, and the wider mission of the Church.
- That reasonable funds are made available for staff training.
- That equality of opportunity and diversity is encouraged.
- That staff are supported to achieve relevant work-related qualifications where applicable.

## **4. Scope**

This policy covers those employed to work at St Padarn's.

## **5. Processes**

### **5.1 Induction**

Every staff member, including temporary and part-time workers, will have an induction suitable to their role. Induction should include ensuring the new member of staff understands key policies such as Health and Safety and Data Protection. An overview of St Padarn's, how it sits within the Church in Wales and its mission will be given. Induction will include introductions to their immediate team, and other staff or external personnel with whom they will be interacting on a regular basis. The new member of staff will be taken through standard processes such as booking leave, claiming expenses and document storage.

### **5.2 Identifying Development Needs**

All members of staff will go through an appraisal process (see The Representative Body of the Church in Wales Appraisal Scheme for full information). Staff development opportunities for the coming year will generally be identified as part of the appraisal process. However, as St Padarn's work evolves constantly, and is affected by external and internal changes, there is a need for the consideration of development needs to be ongoing. These should be identified through the regular one to one meetings between the staff member and their line manager.

Participation on taught courses is only one of many development activities which could be made use of. Other activities which might aid staff development may include:

- On-line learning
- Shadowing
- Peer review
- Coaching
- Mentoring
- Participation in conferences
- Any other activity which provides the opportunity to reflect and develop knowledge, skills, confidence and understanding.

### **5.3 Meeting Development Needs**

St Padarn's aims to give reasonable provision of time and finance to meet the development needs of staff. This will be dependent on how relevant the proposed development opportunity is to the staff member's role, and the added value it will give to St Padarn's. All mandatory training will be considered part of a staff member's contracted hours, and the cost will be covered completely by St Padarn's. St Padarn's may provide the following to further staff development:

- Time within contracted hours to pursue the development opportunity. This may be the whole of the time needed, or a proportion, depending on its relevance. For example, in the case of a qualification which may assist someone in their work but is not a necessity, St Padarn's may come to agreement to allow part of the time needed.
- The cost and travel expenses for a member of staff to pursue the development opportunity. This may be the whole or part of the costs, as per previous item.
- Flexible working to accommodate development opportunities.
- Focused time (see section 5.4).

Other provision will be considered.

Once the development opportunity has been identified the line manager will refer it to the relevant member of the senior leadership team for approval.

If a request to pursue a development opportunity is refused, the line manager will explain why, and explore other ways of furthering that staff member's development.

### **5.4 Focused time**

St Padarn's intends to ensure that all its staff have the time and support to perform their roles to a high standard.

Generally, this is worked through in the normal line-management processes. Inevitably there are times of increased pressure and line managers balancing the needs of different staff members and the overall organisation cannot always achieve what individuals might desire. Nevertheless, the normal line-management relationship is the right place for discussions over priorities and pressures in our work, and how to 'carve out' time to focus on different needs.

However, St Padarn's recognises that sometimes an aspect of a person's work may require focused time beyond the norm to achieve excellent outcomes and the dedication of such focused time may impact on others. This is most likely to be the case for those staff whose role requires them to "contribute to the wider life of the Church by research, writing or speaking" (for example, they may require time to write an article, visit other institutions to observe best practice, to overall a block of teaching material, to conduct research or to map out a new strategic area of activity for St Padarn's). St Padarn's intention is that focused time is given for this work, within the bounds of ensuring the impact on the rest of the individual's work and colleagues is reasonable.

During 'focused time' the expectation is that the staff member will devote themselves exclusively to the task agreed, although will be contactable in emergency. Cover arrangements will be made. It is acceptable for a staff member having 'focused time' to 'keep up with' some aspects of their role during the 'focused time'.

The procedure for this is as follows:

1. Staff member identifies that they believe a period of focused time of between one and four weeks is necessary for them to fulfil an aspect of their role.
2. Discussion with line-manager clarifying what the intended outcome of the focused time will be, and how this fulfils the individual's job description.
3. The 'focused time' form is completed and sent to the Principal.
4. A meeting between the individual, principal and appropriate others (e.g. Director of Research, line-manager), which may result in the individual amending the request.
5. The principal either approves or declines the request.
6. A clear plan for cover is agreed with the relevant line-manager.
7. The period of focused time and the cover plan is communicated to all staff, at least one month prior to the beginning of the focused time.
8. On the first day of work after the focused time, the individual completes the 'focused time outcomes' form which is sent to the principal and communicates with all staff briefly what was achieved during the focused time.

Focused time is neither an entitlement or a perk. Thus, there are no rules as to how frequently an individual might have focused time, since it is determined merely by the need for them to fulfil well their job description.

Focused time is not the appropriate vehicle for standard training courses / conferences / retreats, which as appropriate are a regular part of many individual's jobs.

To avoid any doubt, clergy who are St Padarn's staff members have no sabbatical entitlement arising from their work with St Padarn's, nor could any previously earned sabbatical entitlement be used during their work with St Padarn's.