

ABERDEEN CITY COUNCIL

COMMITTEE	Education, Culture and Sport
DATE	7th June 2012
ACTING DIRECTOR	Patricia Cassidy
TITLE OF REPORT	EC&S Workforce Development & Continuous Professional Development Policy
REPORT NUMBER:	ECS/12/023

1. PURPOSE OF REPORT

To seek the approval of the Education, Culture & Sport Committee to implement the new Workforce Development & Continuous Professional Development Policy for all staff within the Education, Culture & Sport Service.

2. RECOMMENDATION(S)

Members of the Committee are requested to approve the new policy and instruct officers to carry out the necessary work to ensure its successful implementation.

3. FINANCIAL IMPLICATIONS

Any costs arising from the implementation of the policy, including the costs of providing appropriate continuing professional development (CPD) opportunities for staff, will be met using existing funds within the directorate's CPD budgets.

4. OTHER IMPLICATIONS

The policy has been planned in order to articulate with existing corporate and service policies, and will ensure greater coherence and equity of access to development opportunities for the diverse groups of staff within the Education, Culture and Sport Service.

5. BACKGROUND/MAIN ISSUES

A need has been identified within Education, Culture & Sport to introduce a Service-wide strategic approach to workforce development and CPD.

The Workforce Development and Continuous Professional Development policy will allow us to ensure a consistency of approach across all areas of the Service, and to facilitate collaborative working and joint development opportunities between different professions and staff groups.

Through the policy we will be able to establish an agreed set of principles for workforce development and professional development, which will apply to all employees within the Service, and set out the key responsibilities of all managers and employees in implementing and maintaining those principles.

6. IMPACT

An Equality and Human Rights Impact Assessment has been carried out in relation to the draft policy, and no negative impacts have been identified. No actions or changes to the policy have been made as a result of the assessment.

7. MONITORING

The implementation of the Workforce Development and CPD policy will be regularly monitored to ensure the desired outcomes for the policy are achieved.

Monitoring will be carried out using existing procedures, including the new corporate performance review and development scheme and the teacher professional review and development scheme, to measure the effectiveness and impact of individuals' professional development.

All CPD events and activities for employees will be evaluated, with a focus on the impact that these activities have on employees' professional practice.

8. BACKGROUND PAPERS

The draft Workforce Development and Continuous Professional Development policy is attached to this report.

9. REPORT AUTHOR DETAILS

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ABERDEEN
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Education Culture and Sport

Workforce Development and Continuous Professional Development Policy

Draft Version Number: 8.0

Date: April 2012

Review Date: June 2015

Lead Officer: Andrew Jones
Head of Service: Charlie Penman

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1 INTRODUCTION AND PURPOSE OF POLICY (Rationale)

The Education, Culture and Sport Service is committed to establishing and maintaining a highly skilled workforce, with the knowledge, understanding and expertise required to carry out its duties.

This policy sets out the aims and expectations of the Service with regard to developing its staff. It seeks to establish an agreed set of principles for workforce development and professional development which will apply to all employees within the Service, and it explains the key responsibilities of managers and employees in implementing and maintaining those principles.

The Education, Culture and Sport Service consists of a wide range of staff groups and professions. This service wide policy aims to ensure a consistency of approach to workforce development and continuous professional development (CPD) across all areas of the Service, and to facilitate collaborative working and joint development opportunities between different professions and staff groups. The policy applies to all employees within the Education, Culture & Sport Service.

Links with the corporate Employee Development Programme

The corporate Employee Development Policy applies to all Council staff, including those in Education, Culture and Sport. The corporate Employee Development team provides a programme of development opportunities which are aimed at developing the skills of all employees, regardless of their role, profession, or service they work in.

This policy compliments the corporate policy by setting out our specific approach to professional development for employees within the Education, Culture and Sport Service. The Service's CPD Team provides a programme of professional development opportunities which focus on developing the knowledge and skills required by employees to fulfil their specific roles within the Service. The programme therefore compliments, and does not replace, the wider corporate development programme.

2 POLICY PRINCIPLES

The following are the key principles which underpin all work relating to the professional development of the staff within our Service:

- *Commitment to Staff Development*
The Education, Culture and Sport Service is committed to establishing and maintaining a highly skilled workforce, through providing high quality, appropriate professional development opportunities.
- *CPD is the responsibility of all*
All employees within the Service have responsibility for their own professional development. Individuals are expected to take ownership of their own learning and, with support, seek out appropriate opportunities for development. Managers

are expected to support and drive forwards as appropriate the professional development of the individuals within their team, and of their team as a whole.

○ *CPD can happen in many different ways*

It is recognised that there are many different ways to carry out professional development, and CPD should be considered in its widest sense; the narrow view of training and development taking place only in face-to-face workshops should be avoided. Employees should be encouraged and given opportunities to take part in a wide range of appropriate CPD activities, such as coaching and mentoring, job shadowing, academic reading, and action research, in order to help them meet their development needs.

○ *Providing employees with the knowledge and skills they need to do their job*

The Education, Culture and Sport Service comprises a wide range of staff groups and professions, each with their own sets of knowledge and skills which they require in order to carry out their roles effectively. The Service will provide appropriate support to each staff group or profession, to ensure that employees' skills are kept refreshed and up to date and to ensure that high standards of service are maintained.

A number of external bodies provide guidelines, frameworks and professional standards which specific groups of staff within our Service are expected to adhere to. For posts within the Education, Culture and Sport Service which are governed by external bodies, employees should already meet the relevant minimum standards before taking up their post.

Should changes be made to the required standards after an employee has taken up post, and which require the employee to undertake further training, the Service will provide support for them to engage in appropriate CPD activities, in order to ensure that they meet the new requirements of the external body.

In the interests of continuous improvement, colleagues will also be encouraged to undertake CPD activities which take them beyond the minimum required standards for their job, wherever possible. This will help us to maintain a workforce which is highly skilled, well motivated, and able to provide high quality services to the people of Aberdeen.

Links to relevant external bodies can be found in Appendix 1 of this policy document.

○ *Opportunities for development across teams and service areas*

The wide range of professions and staff groups which exist within our Service provide opportunities for teams and individuals with different experiences, knowledge and skills to work and develop together. Where appropriate, the Service will support and facilitate joint training and development activities, which meet shared CPD needs and which encourage closer partnership working between and across each of the service areas.

- *Sharing practice and making best use of staff expertise*
The Education, Culture and Sport Service places great value on the range and high quality of expertise that exists within its workforce. Wherever possible, employees will be encouraged and given opportunities to share their knowledge and skills with colleagues, across all areas of the Service, and thereby contribute to the professional development of others.
- *Access to funding for CPD*
The Service will hold a dedicated central CPD budget, which will be used to fund centrally organised CPD programmes for staff across the Service. The central CPD budget will also be used to support the CPD activities of individual employees or teams, where it is clear that such activities will bring about benefits for the Service as a whole.

Where individual employees or teams undertake CPD activities which are intended to help meet specific team or establishment objectives, rather than those of the Service as a whole, then the team or establishment's budget (where a budget exists) will normally be used to fund that activity.

Where an existing employee is required to carry out specific new training or to undertake a specific new qualification in order to properly fulfil the duties of their post, and/or to meet the requirements of a relevant external governing body, then the cost of this additional training will be met from the Service's central CPD budget.

Guidelines on the procedures to be used when applying for funding to support a CPD activity will be made available to all staff, and will be regularly updated.

3 EXPECTED OUTCOMES

This policy has been written to help us focus on establishing and maintaining within the Service a skilled workforce with the knowledge, understanding and expertise required to carry out its duties.

Through the development and implementation of the policy, we aim to achieve the following:

- *A consistent and equitable approach to CPD provision across the Service*
By implementing and maintaining a single CPD policy for the whole service, we will ensure that all members of staff have equal access to appropriate levels of support for their professional development.
- *Expectations and entitlements clearly understood by all members of staff*
The policy communicates clearly and concisely the entitlements of staff to appropriate professional development, as well as the expectations placed upon them as individuals to seek out, participate in and record relevant CPD activities.

- *A highly skilled and well motivated workforce*
Through the successful operation of the policy and supporting guidance materials, employees at all levels will have access to appropriate, comprehensive and high quality CPD activities which will enhance their skills. As a result all employees should feel appropriately skilled, valued and motivated to provide the highest quality of service to the citizens of Aberdeen.

4 ROLES AND RESPONSIBILITIES

All employees within the Service have responsibility for professional development.

Specifically, **employees** will:

- Be aware of and adhere to this policy;
- Be aware of the professional development opportunities available to them, make best use of them and actively contribute to the evaluation and on-going improvement of professional development programmes, with a focus on the impact that these have on professional practice;
- Take ownership of their own professional development, and actively seek out opportunities for development;
- Keep a personal record of all significant CPD activities they have undertaken (a suggested format for this can be found in Appendix 2) ;
- Actively engage in the corporate Performance Review and Development or teacher Professional Review and Development scheme as appropriate, and take the opportunities provided by these schemes to share the professional development they have undertaken and their future aspirations with their line manager.
- Be prepared to share their own skills and expertise with colleagues across the Service, and thereby contribute to the professional development of others, on a formal or informal basis;
- Formally share the outcomes of any research related CPD activity, where this has been funded by the Service;
- Embrace a positive culture which recognises the need to learn from mistakes and to celebrate achievement and success.

In addition, **managers** will:

- Promote the principles of this policy and support participation in appropriate development opportunities by all members of their team;

- Make any appropriate and necessary provision for individuals to undertake minimum levels of CPD activity, where this is a requirement of any relevant external governing body;
- Actively engage in the corporate Performance Review and Development and/or teacher Professional Review & Development (PRD) schemes, ensuring all team members have access to the appropriate process;
- Evaluate and feed back to the Service the impact of professional development activities on the work of their team(s);
- Recognise and celebrate the skills, expertise and achievements of team members, and encourage them to share their skills with others across the Service.

Where managers have responsibility for individuals employed by the Service on a training contract, such as probationer teachers, they will also make appropriate provision to support the development of those individuals in accordance with guidelines issued separately by the Service and any relevant external governing body.

5 LINKS

5.1 To Council Values and Priorities

The aims and objectives of this policy articulate with those in the Strategy for Learning and Service Plan.

5.2 To Other Policies

- *Corporate Employee Development Policy*
The corporate Employee Development Policy is the overarching document for staff training across the Council. This Education, Culture & Sport policy articulates with and compliments the corporate policy and procedures. The corporate Employee Development Policy can be found on the Zone:
<http://thezone/nmsruntime/saveasdialog.asp?IID=12872&SID=3241>
- *ECS Leadership Development Policy and Framework*
Similarly, the CPD policy is very closely linked to the Service's Leadership Development Policy and Leadership Development Framework. These documents play a key role in supporting the principles of the CPD policy. Both documents can be found on the Zone:
http://thezone/directorate_zone/education_culture_and_sport/directorate_zone_education_culture_and_sport_home.asp
- *Performance Review procedures*
Closely linked to any policy for training and development must be the organisation's policy and procedures for managing and reviewing the performance of staff. For staff within the Service not covered by teachers' terms

and conditions, these are set out in the Council's Performance Review and Development Scheme:
(<http://thezone/cg/HumanResources/EmpDev/PerformanceReviewandDevelopment.asp>).

The equivalent procedures for teachers can be found in the Teacher Professional Review & Development Scheme:
(http://thezone/directorate_zone/education_culture_and_sport/directorate_zone_education_culture_and_sport_home.asp).

This policy supports the principles of both review schemes.

Employees who do not have access to the Zone can request copies of the above policies from their line manager.

- *National Guidelines and Professional Standards*
A number of external national bodies provide guidelines, frameworks and professional standards to support the work of specific groups of staff within our Service. The most significant of these are listed in Appendix 2.

6 DISTRIBUTION AND PUBLICATION

This policy applies to all members of staff within the Education, Culture & Sport Service. It will be made available for colleagues to access electronically on the Zone and on Glow.

Copies will be sent by email to all managers and head teachers, who will be asked to ensure that members of their teams are aware of the policy. All staff are expected to adhere to the policy with immediate effect.

7 REVIEW

This policy will be reviewed on a three year cycle.

8 ORGANISATION AND RESPONSIBILITY

8.1 Director

The Director is responsible for:

- The implementation and monitoring of this policy within the Directorate, and ensuring good communication with employees at all levels;
- Motivating and empowering employees to actively seek out and take advantage of appropriate professional development opportunities.

8.2 Heads of Service/Service Managers/Head Teachers/Line Managers

Heads of Service are responsible for:

- Implementing and complying with this policy as it relates to their areas of operation and control;
- Ensuring that all of their staff are conversant with and accept their responsibilities under this policy, as outlined in Section 4 above, and are provided with adequate support and resources to undertake these responsibilities;
- Motivating and empowering employees to actively seek out and take advantage of appropriate professional development opportunities.

Service Managers/Head Teachers/Line Managers are responsible for:

- Implementing and complying with this policy in their area of responsibility;
- Ensuring that all staff under their direct control acknowledge and accept their responsibilities under this policy, as outlined in Section 4 above, and are provided with adequate support and resources to carry out their responsibilities;
- Motivating and empowering employees to actively seek out and take advantage of appropriate professional development opportunities.

8.3 All Employees

All employees have a responsibility for:

- Adhering to this policy at all times and ensuring they carry out their responsibilities listed in Section 4.

9.0 PLANNING AND IMPLEMENTATION

The implementation of this policy, and all centrally organised CPD programmes which support the policy, are managed and monitored by the CPD Coordinator.

The overall progress of policy implementation is monitored by the Head of Educational Development, Policy and Performance.

10.0 COMMUNICATION

A briefing note will be sent to all staff to inform them of the publication of this policy. The approved policy will also be shared with senior managers at improvement conferences and head teacher meetings, and managers are asked to ensure the staff for whom they are responsible are aware of its existence.

11.0 STRATEGIC AND ENVIRONMENTAL ASSESSMENT

A strategic environmental assessment is not required for this policy, as its implementation will have no effect on the environment.

12.0 EQUALITY AND HUMAN RIGHTS IMPACT ASSESSMENT

An Equality and Human Rights Impact Assessment has been carried out and no negative impacts have been identified.

13.0 APPROVAL

Approval for this policy will be requested from the Education, Culture & Sport Committee on 7th June 2012.

14.0 AGREED REVIEW DATE

This policy will be reviewed on or before 30th June 2015.

APPENDICES

Appendix 1 – National Guidelines and Professional Standards

A number of national bodies provide guidelines, frameworks and professional standards to support the work of specific groups of staff within our Service. Some of these frameworks and standards are voluntary, whilst others are compulsory for staff working within specific sectors. The table below shows the principal external bodies and the staff groups within our Service which they relate to. The relevant frameworks and standards can be found on the organisations' individual websites.

This is not an exhaustive list; it is intended only to show the most significant external bodies which relate to staff groups within our Service.

External Body	Staff Groups	Link
Scottish Social Services Council (SSSC)	Nursery nurses and staff working within childcare services	http://www.sssc.uk.com
CLD Standards Council for Scotland	Community Learning and Development practitioners	http://www.cldstandardscouncil.org.uk
General Teaching Council for Scotland (GTCS)	Teachers	http://www.gtcs.org.uk
The Museums Association	Staff working within museums and galleries	http://www.museumsassociation.org
The Chartered Institute of Library and Information Professionals	Librarians and information professionals	http://www.cilip.org.uk
Chartered Institute for the Management of Sport and Physical Activity	Staff working within the sports sector	http://www.imsa.co.uk
British Psychological Society (BPS)	Educational Psychologists	http://www.bps.org.uk
Health Professions Council (HPC)	Educational Psychologists	http://www.hpc-uk.org

Appendix 2 – Suggested CPD Record format

As stated in Section 4 of this policy, individual employees should keep a personal record of all significant CPD activities undertaken. This should be used at annual corporate Performance Review and Development or teacher Professional Review and Development meetings as part of the discussion around the individual's achievements and development over the previous year.

The following is a suggested format, which individual colleagues could use to keep a record of their CPD activities. Alternative formats, either on paper or in electronic form, could also be used to suit individual or team requirements, or where a relevant external governing body requires that records are kept in a particular way.

DRAFT

Aberdeen City Council - Education, Culture & Sport
Employee Personal CPD Record

Name: _____

Team / Establishment: _____

Summary of development activity / activities <i>All significant CPD activity should be recorded – including workshops, research, academic reading, professional exchange, participation in working groups or networks etc.</i>	Source <i>Please state where the activity originated from or who provided the opportunity</i>	Dates <i>(where applicable)</i>	Duration (hours)	Contribution to minimum CPD requirement? <i>(Y/N - if applicable)</i>	Outcomes <i>Please give a summary of the impact of the activity on own practice and on the wider team / establishment / Service</i>