

## LEARNING AND DEVELOPMENT POLICY

### Introduction

Key Security Group believes that staff development and learning should be an integral part of the organisation's strategic planning so that staff can perform their individual jobs effectively and, in doing so, ensure that the organisation achieves its objectives.

The central aim is therefore to provide an environment where continuous development can take place and where staff are supported and enabled to meet the changing demands and priorities of Key Security Group and our clients, consumers and employees.

To achieve this aim, learning and development needs will be regularly reviewed 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
- External training for specific requirements – SIA, BAFE, Security Systems
- Internal workshops / learning for groups or teams
- Self-paced learning / open learning books, videos
- Toolbox talks
- Off-job courses run by Key Security Group or other providers
- Secondments and placements / visits to other organisations
- Study tours - especially partnership with other lead organisations
- Mentoring

### LEARNING AND DEVELOPMENT PROCESS

#### INDUCTION

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 induction programme including an introduction to Key staff, our mission, goals and targets, equal opportunities policy, working practices and procedures.

Two or three months after their initial induction, staff will receive additional coaching in the organisation of KEY SECURITY GROUP, funding structures and key planning and development issues, to ensure that they are able to effectively represent the organisation to outside agencies.

Coaching in immediate work processes and tasks and for inducting new staff into the organisation will be the responsibility of the appropriate line manager or supervisor.

Induction learning for new committee members will be the responsibility of the KEY SECURITY GROUP Director and include an introduction to the mission, goals and targets, organisation structure, funding, equal opportunities policy and the roles and responsibilities of committee members.

#### IDENTIFYING AND ASSESSING LEARNING NEEDS

KEY SECURITY GROUP believes that this should be an ongoing process for all staff, volunteers and committee members.

Individual staff learning needs will be identified with the Line manager during regular supervision sessions and the yearly appraisal process.

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Collective learning needs may be identified within staff groups or teams and discussed with the appropriate Line manager.

Each Line manager has the lead responsibility for the development of their staff, for assessing their learning and development needs and identifying suitable learning methods.

The KEY SECURITY GROUP Director will ensure that the learning needs of the committee are reviewed annually with the membership.

(Learning needs of volunteers will be identified by the appropriate Line manager or supervisor.)

### RECORDING, MONITORING AND EVALUATION

The Learning Development Manager has responsibility for ensuring that a clear procedure is in place for recording, monitoring and evaluating learning activities. Line managers will ensure that the procedure is followed for each learning activity.

Details of each learning activity will be received on a form that will include: a description of the learning; agreed objectives; method of learning; resources needed; evaluation of outcomes. The staff member will complete the learning form with their Line manager who will also be responsible for ensuring that the learning is monitored and that the outcomes and effectiveness of the learning are fully discussed and recorded.

The form will be kept by the member of staff to provide a clear record of learning for annual review and evaluation.

(Where appropriate learning forms will also be used for recording learning activities of committee members and volunteers.)

All staff will be encouraged to keep a record of their own learning in the form of a personal development portfolio.

### LEARNING REVIEW AND REPORTS

Line managers will provide feedback on staff learning and development activities in all team reports to the committee.

Managers will review progress on a regular basis at Senior Staff Group meetings.

The Learning Development Manager will have responsibility for analysing the effectiveness of KEY SECURITY GROUP staff development programmes, and on an annual basis present a full written report to the committee.

### ANNUAL LEARNING PLAN AND BUDGET

The development of an annual learning plan will be initiated by the Learning Development Manager in consultation with Line managers and the KEY SECURITY GROUP Director. It will include areas of learning development specified in KEY SECURITY GROUP Strategic plan and learning needs identified by individuals, teams and staff groups.

The plan will be developed prior to the annual round of funding negotiations so that adequate resources for learning can be built into funding submissions.

Time off for learning, reimbursement of travel costs and payment of membership fees will be at the discretion of the Director. KEY SECURITY GROUP will not usually contribute to the costs of textbooks.

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A final programme of learning will be agreed at the beginning of the financial year, when funding has been secured and learning budgets can be realistically assessed.

The programme may be amended or added to during the year, to take account of new priorities, or in response to newly identified learning needs. KEY SECURITY GROUP will aim to commit X% of its staff salary budget to implementation of the annual learning plan.

### LEARNING REQUESTS

All learning requests will be considered sympathetically. However, the availability of learning resources will depend on factors such as budgetary constraints, work commitments and learning priorities necessary to fulfil the organisation's objectives.

In practice, there may be occasions when a learning request is postponed or refused due to other priorities.

A further budgetary consideration will be the extent to which skills acquired through learning can be applied within the organisation, within a reasonable time period.

Individual staff members may be interested in obtaining accreditation or a nationally recognised qualification. KEY SECURITY GROUP will be sympathetic to requests of this sort, where the learning has a demonstrable relevance to KEY SECURITY GROUP objectives, and in co-operation with the staff member will seek to provide appropriate support and assistance.

### REIMBURSEMENT OF LEARNING COSTS

Where KEY SECURITY GROUP contributes more than £XX towards enabling an employee to study for a qualification to meet KEY SECURITY GROUP forward plan commitments, reimbursement of costs by the employee will be required in the following situations:

- All fees would be reimbursed to KEY SECURITY GROUP if the employee left during the period of study or did not complete the study programme
- 50% of fees would be reimbursed to KEY SECURITY GROUP if the employee left within a period of 12 months following completion of the period of study
- Monies owed to KEY SECURITY GROUP will be deducted from the employee's salary payment or other money due to the employee.

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