



POLICIES & PROCEDURES

Workforce Development Policy

Policy Owner:	Head of People and Culture
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1. Introduction

- 1.1 In accordance with the South West College People Plan, the College recognises the importance of investing in the continuous professional development of its workforce to foster a culture of excellence in the achievement of our vision of Inspiring Learning, Empowering People.
- 1.2 This policy outlines the principles and procedures for workforce development opportunities aimed at enhancing the knowledge and capabilities of academic and support staff, ensuring alignment with College goals and the evolving demands of the FE sector.

2. Aim of the Policy

- 2.1 To provide a workforce development framework within which the College demonstrates commitment to supporting professional growth and development opportunities for all employees.
- 2.2 To ensure Workforce Development influences the quality of the service offered by the College in influencing its ability to meet the needs of learners and other key stakeholders in fully delivering enhancement opportunities.
- 2.3 To foster a culture of continuous learning, collaboration and engagement among all employees.
- 2.4 To encourage and support staff in adopting innovative practices and technologies in their teaching and administrative duties.
- 2.5 To ensure alignment between workforce development initiatives and the strategic objectives of the College.
- 2.6 To promote equality, diversity, inclusion and well-being through targeted development programmes and equal opportunities for all.

- 2.7 To enhance employee retention, progression and job satisfaction by investing in personal and professional growth and development programmes.
- 2.8 To ensure all staff meet the regulatory and professional standards required within the FE sector.

3. Scope of the Policy

- 3.1 This policy applies to all staff, both academic and support, employed in South West College on a full-time or part-time basis.

4. Definition Workforce/Staff Development Activities

4.1 Workforce Development

- 4.1.1 The term Workforce/Staff Development can be used interchangeably, however, it is the College's intention to use the term Workforce Development in our communications hence forth. It is a term used to describe a wide range of programmes, practices and approaches designed to help support College staff perform their job role to the best of their ability and to be aware of and cope with future change. Workforce Development has a wider context and fits within the College's overall objectives/priorities.

4.2 Learning Activities

- 4.2.1 Workforce Development is any learning activity undertaken by individuals, teams or departments to improve their skills, knowledge and competencies, particularly as they relate to the workplace, and from which added value can be ascertained. It is, by definition a dynamic and evolving process, and it is important to recognise that development is not only achieved through formal provision such as courses but also by other methods such as mentoring, collaboration, sharing best practice, private study, experience and reflection.

4.3 Workforce Development Priorities and Planning

- 4.3.1 Workforce Development Planning is a core business process which aligns changing

organisation needs with people strategy. All organisations need plans which respond with agility and adapt to the rapid pace of change. Furthermore, workforce development plans need to be considered, co-ordinated and reflect the strategic priorities of the organisation.

4.3.2 The College Workforce Development Priorities are driven by the College Development Plan, the People Plan and the Governing Body strategic priorities in the first instance. This alignment is critical as is the alignment to departmental and directorate plans. The planning process is reviewed annually to ensure the workforce development support offered is timely, well considered and flexibly meets the needs of all stakeholders.

4.3.3 Key workforce development initiatives for South West College are:

- CPD Days;
- Return to industry days;
- Professional Development Programmes;
- Up/Re-skilling;
- Function specific skills;
- Digital skills;
- Teaching and Learning (CIT / PGCE);
- HEPD;
- Resilience / wellbeing programmes;
- Trauma informed practice;
- Online induction;
- Corporate Modules;
- Inspiring Leadership, Empowering Leaders / Aspiring Leaders programme;
- Curriculum Conference.

5. Workforce Development and Planning

5.1 Awareness of the need to engage in workforce planning must be embedded in the strategic decision-making process in a pro-active way which ensures that staff development activities are clearly aligned to College's strategic priorities.

5.2 Workforce planning is informed by staff surveys, performance management process (appraisal), internal and external audits, departmental reviews of team's current knowledge and experience in line with changing requirements and periodic College-wide training needs analyses.

6. Roles and Responsibilities in Implementing Workforce Development

6.1 All Workforce Development Plans are endorsed by the Staffing Committee of the Governing Body annually. Workforce Development happens within a framework of continuous professional development which ensures that the development of all staff is planned, managed, evaluated and recorded. Accreditation of professional development, where appropriate, will be actively supported.

6.2 The HR team is responsible for the provision and review of relevant learning and development opportunities and for co-ordinating and overseeing the implementation of workforce development initiatives.

6.3 Line Managers are responsible for identifying and prioritising development needs within individuals and teams and for supporting team members to undertake relevant training by facilitating access to resources.

6.4 Employees are responsible for taking an active role in their own development by seeking out opportunities, participating in CPD days and training programmes, completing an evaluation of all training undertaken and providing feedback to line managers and the wider team.

7. Workforce Development Evaluation

7.1 Workforce development is evaluated by individual staff in terms of each learning and development activity they undertake and how it relates to their learning and development needs using the online evaluation document. This is monitored by

College managers to ensure individuals' learning and development needs are being implemented to meet team and College needs.

- 7.2 Workforce development is evaluated by College managers and individuals to ensure that learning and development activities enhance individual and team performance and add value to the College services to its customers and clients.
- 7.3 Feedback on learning and development activities is collated and analysed to ensure overall College learning and development needs are appropriate and represent value for money.

8. Appeals Procedure

- 8.1 Any member of staff, whose request has been turned down, has the right to appeal. Applicants must put their case in writing to the Head of People and Culture within 7 working days of the request being turned down.
- 8.2 An internal panel consisting of three managers, will review the appeal and make a decision. Their decision will be final.

9. Monitoring and Review

- 9.1 The College will establish appropriate information and monitoring systems to assist the effective implementation of this policy.
- 9.2 A review of this policy will be carried out at three yearly intervals.
- 9.3 The College will ensure that adequate resources are made available to promote this policy effectively and is committed to reviewing this policy on a regular basis, in consultation with the recognised trade unions, statutory organisations (such as the Equality Commission for Northern Ireland) and in line with models of good practice.

Signed Principal and Chief Executive: Celine McCarroll

Date: 20.11.24

Signed Chair of the Governing Body: Nicholas O'Halloran

Date: 20/11/2024

Related Documentation

Title	Location	Owner
Equal opportunities	Gateway	Head of People and Culture
Equality Scheme	Gateway	Head of People and Culture
Recruitment & Selection	Gateway	Head of People and Culture
Appraisal Policy	Gateway	Head of People and Culture
Travel & Subsistence Policy & Procedure	Gateway	Head of Finance and Governance
Lecturer Contract	HR	Head of People and Culture
CPD / Staff Development Priorities	HR	Head of People and Culture
Workforce and Development Annual Plan	HR	Head of People and Culture
Team Operational Plan	HR	Head of People and Culture
GDPR Policy	Gateway	Risk & Compliance Officer

Change Log

Location	Change from deletion/addition	Change to
Throughout	Eimear Rushe	Camilla James
Throughout	Head of HR	Head of People and Culture
Throughout	Document template updated	To new SWC policy template format
Contents	Update	Table updated according to new template
Introduction	Addition	Introduction added
Title change	Policy Aim	Aim of the Policy
Aim of the policy		Current policy aims with relevant numbering
Aim of the policy	Deletion	Graphic relating to workforce development planning and development of activities
Aim of the policy	Deletion	Graphic relating to organizational learning / staff development
Aim of the policy	Addition / amendment	<p>2.2 'in fully delivering enhancement opportunities'</p> <p>2.2 '<i>in affecting</i>' changed to '<i>in influencing</i>'</p> <p>2.3 'To foster a culture of continuous learning, collaboration and engagement among all employees'.</p> <p>2.4 'To encourage and support staff in adopting innovative practices and technologies in their teaching and administrative duties'.</p> <p>2.8 'To ensure all staff meet the regulatory and professional standards required within the FE sector'.</p>
Scope of the policy	Addition	Scope of the policy title and numbering with '3.1 This policy applies to all staff, both academic and support, employed in South West College on a full-time or part-time basis'
Workforce Development	Addition	Key workforce development initiatives for South West College included (from graphic)

Priorities and Planning		with the addition of: Return to industry days; Trauma informed practice; Inspiring Leadership, Empowering Leaders / Aspiring Leaders programme Curriculum Conference
Workforce Development Priorities and Planning	Deletion	'Knowledge Management Capacity / Capability Framework Leadership and Management programmes (LLP) Lecturers into Industry'
Responsibility for Implementing Workforce Development	Title change	Roles and Responsibilities in Implementing Workforce Development
Responsibility for Implementing Workforce Development	Reordering and update	Responsibilities reordered and text updated.
Appendix 1	Remove	Add to Workforce Development Guide

Communication

Action	By Whom	By When
Upload to Gateway	Nicola Nugent	On approval
Circulation to key staff	Head of People & Culture	On approval

Document Development

Name	Role
Camilla James	Head of People and Culture

Details of staff, external groups or external organisations who were consulted in the development of this policy:

Name	Organisation	Date

Approval Dates

Approved by	Date
Governing Body	20 November 2024

Document History

Issue no. under review	Date of review:	Persons involved in review	Changes made after review? Yes/No If Yes refer to change log	New Issue No.	If changes made was consultation required?	If changes made was Equality Screening required?
0x1	October 2008	Head of Workforce Development	Not documented in policy	Yes	N/A	
1.0	November 2008	Head of Workforce Development	Not documented in policy	Yes	N/A	
2.0	January 2009	Head of Workforce Development	Not documented in policy	Yes	N/A	
3.0	January 2012	Head of Workforce Development	Not documented in policy	Yes	N/A	
4.0	October 2014	Head of Workforce Development	Not documented in policy	Yes	N/A	Yes
5.0	May 2018	Head of Workforce Development	Not documented in policy	Yes	N/A	
7.0	October 2024	Head of People & Culture	Yes	8.0	N/A	