


Serco Ltd

Apprenticeship Delivery Team

Professional Development

Document details

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This policy should be read in conjunction with the following Serco Country Standard Operating Procedures:

Doc Ref:	Title	Location
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1. Introduction

1. This document incorporates how we will as a business:

- improve the sector expertise, skills and performance of our apprenticeship delivery team – Reference 3.0, 5.0, 6.0. 7.0. 8.0
- Improve the teaching and training knowledge, skills and performance of our apprenticeship delivery team – Reference 3.0, 5.0, 6.0. 7.0. 8.0

- Improve our apprenticeship delivery team members skills and performance – Reference – 3.0, 5.0, 6.0. 7.0. 8.0.
- Ensure learning objectives are tailored to meet members of the apprenticeship delivery team, apprentices, employers and organisation needs – Reference 3.0, 5.0, 6.0. 7.0. 8.0
- Monitor the professional development of our apprenticeship delivery team – Reference 13.
- Our vision for the professional development of our apprenticeship delivery team – Reference 3.0

2. Overview

- 2.1 The most important resource in ensuring success for our apprentices is our apprenticeship delivery team. For the purpose of this policy, professional development encompasses any activity that enables a member of the apprenticeship delivery team to be more effective in carrying out their professional duties. This may include external training, internal training, opportunities to support the development of the apprenticeship programme materials and new responsibilities.
- 2.2 Professional development provided by Serco for the apprenticeship delivery team is informed by its strategic aims and operational requirements, taking into account the needs of the individuals and where possible the career aspirations of team members.
- 2.3 The main focus of Serco's apprenticeship delivery team is the teaching, learning and assessment of apprentices, which we continuously seek to enhance and improve.
- 2.4 Our priority is to align all professional development activities to enhancing the apprentice experience via curriculum development and delivery.

3. Our Vision

- 3.1 Our vision is to maximise the potential of all of members of our apprenticeship delivery team by informing, training and inspiring people to reach their professional goals.

4. Scope

- 4.1 The professional development of members of the apprenticeship delivery team will be integrated with improvement planning, performance management and observations of teaching, learning and assessment.
- 4.2 Professional development has five aspects:
 - 4.2.1 Induction into the Serco apprenticeship delivery team
 - 4.2.2 Initial training for the role within the team
 - 4.2.3 Continual professional development for the role within the team

4.2.4 Professional development to meet the requirements of Awarding Bodies

4.2.5 Professional development for career progression

4.3 Where appropriate professional development will be delivered internally and draw upon the expertise of the apprenticeship delivery team members.

4.4 Professional development needs may be identified through the following process:

- Improvement planning
- Performance management
- Requirements of an awarding body
- The individual member of the apprenticeship delivery team identifying a training need
- Following an observation of teaching, learning and assessment
- Feedback from apprentices and/or employers
- From the annual training needs analysis

5. General Principles for Professional Development

5.1 The professional development process is closely aligned to the business planning and review cycle.

5.2 Members of the apprenticeship delivery team must proactively engage with, and take responsibility for their own professional development as well as undertaking mandatory and relevant training required for a particular role and/or awarding body

5.3 Members of the apprenticeship delivery team are expected to avail themselves of the development opportunities provided to enable them to keep their skills updated and respond flexibly to change.

5.4 Serco will ensure that all members of the apprenticeship delivery team are trained to levels appropriate to their job roles in order to meet our statutory obligations to our apprentices. This means that participation in certain professional development activities will be mandatory for all team members to undertake depending upon their role

5.5 Serco will provide opportunities to share good practice through the establishment of internal networks to provide staff with support in improving practice

5.6 All members of the delivery team will be encouraged and supported to acquire and develop the relevant knowledge, skills and competencies to enhance their performance in their role. Where they are involved in succession planning, skills will be developed for their next role within the business via a range of development programmes

5.7 Serco will gain post-training/development activity feedback each quarter to ensure the quality of the training/development and its practical purpose in supporting team members in their role.

6. Apprenticeship Facilitators and Coaches

6.1 When recruiting facilitators and coaches to work with apprentices, we recruit people with relevant professional experience.

- 6.2 Facilitators and coaches are expected to complete an induction into the Serco apprenticeship delivery team and initial training linked to their role within the team within the first three months of employment.
- 6.3 Improve their sector expertise, skills and performance by attending a minimum of one development event per annum.
- 6.4 Attend internal development sessions on Teaching, Learning and Assessment.
- 6.5 Actively engage in sharing good practice via delivery team forums.
- 6.6 Participate in Awarding body training activities as appropriate.

7. Operational Teams

- 7.1 When recruiting members of the operational team to manage and administer the apprenticeships, working with apprentices, their employers and funders, we recruit people with relevant professional experience.
- 7.2 Members of the operational team are expected to complete an induction into the Serco apprenticeship delivery team and initial training linked to their role within the team within the first three months of employment.
- 7.3 Improve their sector expertise, skills and performance by attending a minimum of one development event per annum.
- 7.4 Actively engage in sharing good practice via delivery team forums.

8. All Apprenticeship Delivery Team Members

- 8.1 Given the need for specialist skills in pastoral care and the unique needs of supporting apprentices, all members of the apprenticeship delivery team are required to complete a set of mandatory training modules followed by annual updates. These include Safeguarding, Prevent, Health & Safety and Equality & Diversity awareness training within the Safeguarding and Side by Side modules.
- 8.2 From time to time there may be other training deemed mandatory for specific groups of staff to attend. For example, First Aid and Fire Safety training.
- 8.3 Staff who are designated first-aiders must have a relevant and current First Aid qualification.
- 8.4 Staff who are designated safeguarding leads must have a relevant and current level 3 qualification and safeguarding officers must have a relevant and current Level 2 qualification.
- 8.5 All members of the apprenticeship delivery team must attend CPD both internally offered and externally sourced as deemed essential to the job role in accordance to the observation action plans in order to continue in the role of coach and/or facilitator.

9. Identification and Planning of Professional Development

- 9.1 Each member of the apprenticeship delivery team has a Success Profile of Job Description which sets out what is expected of them in their role. This will be used in identifying professional development needs and reviewed with the post holder during appraisals or reviews in order to measure performance against agreed objectives and identify any development activities which may contribute to the completion of the activities.
- 9.2 Facilitators and coaches will be observed annually once an observation is graded as a green or above. Grading is based upon RAG ratings. An action plan is developed from the observation, and this may also include professional development activities.
- 9.3 Online development sessions are held termly and many of the learning objectives of these events are specifically tailored to ensure a comprehensive understanding of the apprenticeship requirements as well as the support needed by the apprentice and their employers.
- 9.4 Through discussions at catch up sessions or other 1:1 sessions whereby any development activities identified to support an individual to work more effectively will be addressed.
- 9.5 Awarding bodies may require additional or update training.
- 9.6 Development activities may also be identified and planned during progress reviews
- 9.7 Actions arising from apprentice, employer or delivery team surveys may identify a requirement for professional development.
- 9.8 Feedback from workshops and other events may also inform professional development.
- 9.9 Members of the delivery team may request training that they identify will support their professional development.
- 9.10 Monitoring and evaluation of professional development events may identify further professional development opportunities.

10. Evaluation

- 10.1 Evaluation of professional development is important as it will be used to ensure that the learning has had a measurable impact. On completing any professional development activity, members of the apprenticeship delivery team will be required to provide an evaluation of the activity and update their CPD log.
- 10.2 Managers will report on the effectiveness of training in order to support the continuous improvement of professional development.

11. CPD Logs and Training Needs Analysis

- 11.1 All professional development activities should be recorded in a CPD log which should be submitted to the Quality Team every three months. Sufficient evidence should be recorded to show how the development activity has benefited the team member and what impact this has had on our apprentices. These activities will be reviewed by the Quality Team to determine if development need(s) have been met and what impact this has had on their delivery.
- 11.2 We also require all members of the apprenticeship delivery team to complete an annual Training Needs Assessment which is linked to both the apprenticeship(s) that they deliver

as well as their own personal training needs. The training needs analysis will be discussed with the facilitator or coach during their performance review and appropriate development activities will be agreed

12. Stakeholder Consultation

12.1 This policy was created following consultation with the apprenticeship delivery team members. It is reviewed annually with updates and amendments shared at a professional development event.

13. Monitoring and Reviewing

13.1 The Apprenticeship Senior Management Team will evaluate its provision of professional development via verbal feedback, questionnaires, focus groups and self-assessment. Provision will be reviewed at least annually.

13.2 This Policy will be reviewed and approved by the Governance Board annually.