

LEARNING AND CONTINUOUS PROFESSIONAL DEVELOPMENT

Company Policy

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1. POLICY AIMS

Turo Architects is committed to creating an environment of learning and development for all employees, enabling them to reach their full potential and to foster lifelong learning. We recognise that learning and development is essential to delivering a high-quality service which meets the needs and expectations of our, employers, clients & stakeholders. Our approach to learning and development emphasises the importance of maintaining a continuous professional development and to develop individuals whose performance will enhance Turo Architects' abilities to perform at a level that is consistent with strategic and business plan objectives.

We also encourage our employees to make the most of learning opportunities to realise their own personal potential and fulfilment of their job.

Turo Architects is committed to ensuring all employees are treated fairly and that the provision of education and training is equitable and responsive to individuals' needs.

This policy applies to all permanent, fixed term, full-time, part-time, and casual employees of Turo Architects.

2. POLICY DETAILS

Turo Architects' success will depend on the professionalism, skill, and commitment of all its entire workforce. Turo Architects vision is to empower staff to be highly skilled professionals and up to speed with the latest technology gains.

We will do this by

- There always being an active Learning and Development plan in place for all staff
- Employees fully understanding expected performance standards through having accurate job descriptions and set objectives
- Each employee being enabled and actively encouraged to develop their personal potential.

3. HUMAN RESOURCES

Turo Architects' Directors are responsible for updating and maintaining learning and development files.

These hold the following documents.

- Turo Architects Learning & Development policy
- Annual learning a development Plan and Budget
- Employee Training Records
- Certificates of External/Internal Training

Turo Architects will offer learning and development opportunities to employees to maximise and utilise skills as effectively as possible, to increase the skills base of the organisation and maximise employee retention.

4. NEW EMPLOYEES

When recruiting different staff roles, staff recruiting will aim to select candidates who closely match the general profile below and by the Job Description and Person Specification detailing requirements for the role:

Qualifications and entry requirements	Abilities/Aptitudes	Experience
Secure professional knowledge and occupational experience	Self-investment in own Continued Professional Development (CPD)	Experience in delivering projects at different RIBA Stages
Recognised qualification or willingness to achieve one within a reasonable timescale	Evidence of regular CPD covering both teaching and subject specialism	Experience in using BIM standards and procedures
	Professionalism, role-model behaviour. E.g. with attendance, timekeeping, organisation, time management, reliability, confidence, and personal presentation	

	Reflective regarding own practice and how to develop and improve	
	Able to identify opportunities for the promotion of equality and diversity and safeguarding	

When initially joining Turo Architects, all staff members must complete a company induction programme to include the following topics:

- Health and Safety
- Fire Safety
- Safeguarding
- Equality and Diversity
- Terms & Conditions of Employment
- Any other relevant regulatory training

All staff members will also participate in annual updates for these areas.

5. MENTORS

Turo Architects is supporting an active Mentorship programme.

Every employee will be able to benefit from the **general** personal and professional experience of a Mentor.

Mentors will provide guidance on career management, an insider's perspective on the business, as well as make introductions to key industry contacts. Mentors cannot be direct line managers.

Mentorship is a mutually beneficial professional relationship in which an experienced individual (the mentor) imparts knowledge, expertise, and wisdom to a less experienced person (the mentee), while simultaneously honing their mentoring skills.

6. CHAMPIONS

Company Champions will be identified on an ongoing basis. These will be delivery staff who:

- ❖ Have consistently demonstrated proficient skills in **specific** areas required for a good professional performance
- ❖ Displayed professional behaviours

Company Champions will undergo training to be conversant in Observation processes and trained as leaders in the subject fields, innovative and inspiring delivery.

This team will be tasked with sharing and developing new curriculum, employability skills and progression of learners. They will be role models, personally demonstrating the professional behaviours.

This team will be assigned skill improvement roles for staff within the induction period and also with staff requiring performance improvement. The team will be responsible for designing, delivering, and supporting the organisations CPD package.

As a team, they will be driving the teaching, learning and assessment from 'good' to 'outstanding'.

7. TRAINING MANAGEMENT TEAM

The Training Management Team comprising of Directors and Mentors, will be responsible for discussing, planning, implementing, and reviewing all management / employee learning and development needs / plans in the pursuit of the company's primary business objectives and with regard to Long-term growth, operational stability, organisational change and personal fulfilment.

Turo Architects encourages employees to learn from problems, mistakes, challenges, and successes inherent in their daily activities.

8. IDENTIFICATION OF THE REQUIRED DEVELOPMENT

Turo Architects will use a range of methods to identify areas which require improvement/development, this includes:

- Observations of Teaching, Learning and Assessment (OTLA)
- Skills gaps analysis
- Quality Audits
- Trimestrial 121's
- Performance data (achievement, progress, retention)
- Learner or employer feedback

9. DEVELOPMENT OPPORTUNITIES

Turo Architects offers a variety of learning opportunities to support staff members to increase knowledge and develop skills, this includes but not limited to:

- Bi-monthly CPD sessions
- Bi-monthly Standardisation meetings
- Online modules
- Shadowing of peers
- Accredited courses
- Coaching and mentoring
- Job enrichment/enlargement – for example higher level responsibilities, mentored guidance
- Producing curriculum and inviting feedback for development
- Industry events and seminars

10. DEVELOPMENT OF EXPERTISE, SKILLS, PERFORMANCE

Annually, staff will complete a competency gap analysis and will benefit from additional CPD and to ensure that they remain current in their skills and performance.

We also use the results of mentor and apprentice surveys in planning relevant CPD. As a result, Mentors may:

- attend site sessions, to ensure currency on the most up to date technical information relevant for the industry
- attend industry seminars and events to maintain knowledge of current industry practices
- undergo training to be conversant in Observation processes and trained as leaders in the subject fields, innovative and inspiring delivery, and mentoring.

As part of the identification of continuous professional development activity, should a Turo Architects employee wish to study a professional, technical or specialist qualification, Turo Architects will support this achievement, providing they are relevant to their area of work, and fit within the individual's and the Company's objectives.

The following items are agreed as part of the terms set out in Performance and Development Plan:

- Course of study to be taken
- Timings of the study/exams
- Paid / unpaid study leave
- Development and agreement of a specific study plan

11. RECORDING AND MONITORING

As per Turo Architects' Performance Appraisal and Development process, all CPD activity is recorded and monitored. The annual appraisal cycle starting in January of each year will review employees' prior year performance as well as discuss and agree objectives for the following year.

CPD plans are reviewed informally at trimestrial 1:1's, with a formal annual review completed in October or each year where performance and development plans are updated accordingly.

The CPD log is in the appendix of this policy.

12. PERFORMANCE IMPROVEMENT PLANS

Staff contribution, performance and development are reviewed formally on an ongoing basis as part of Turo's approach to appraisal. Outcomes from individual performance will be discussed as part of 1:1 meeting mentors will hold with staff

in their team. A review of CPD plans, activities completed, and impact will also be completed as part of these meetings.

A pre-capability process, called a Performance Improvement Plan (PIP) will be implemented when the following occur:

- ❖ Two more consecutive observations of the same process are judged to be not compliant with the Job Description and Person Specification detailing requirements for the role
- ❖ Employees are not performing at a continually good standard across or do not show the capacity and capability to improve to this standard.

The PIP will have a clear set of concerns, improvements required, and timescale and success measures for the member of staff to achieve. Agreement will be made and recorded of the level of support available for the member of staff in addressing under performance.

The PIP will be formally reviewed midway through the plan to check on progress to date and check that the support provided is working.

As the end of the PIP, evidence to support progress, improvements and success measures met will be undertaken by the team leader. A formal meeting will be set to discuss whether that member of staff has been successful and is now operating at a level required by the organisation. If all success measures and timescales have been met, the PIP will be closed however performance in relation to the areas of concern will be monitored as part of the performance management process to ensure stability of performance.

If most of the success measures have been met and it is considered an extension of a short period of time would prove total improvement, an extension of the PIP will be agreed.

A further review would be set within a specific period.

If success measures have not been met consistently despite support measures in place, the member of staff will move into a capability process. This process formally informs the staff member of concerns in relation to their capability, sets short term targets for improvements which if are not met may lead to them not being able to continue in their job role.

13. POLICY REVIEW

The policy is to be reviewed annually, as a minimum with the next review date being no later than May 2023.

SIGNED:

A handwritten signature in black ink, appearing to be "Alex Stoian", written over a horizontal line.

Alex Stoian ARB, RIBA
Director
For and on behalf of Turo Architects Ltd.

The logo for Turo Architects, identical to the one in the top right corner, featuring the word "TURO" with a green "O", a bar chart, and the word "ARCHITECTS" below.

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