1. SpTs are the cream of their cohort- they could all have chosen better paid jobs. Treat them as a colleague- with their own experience and insights.
2. SpTs have three levels of training needs;
 - Chances to do stuff
 - Chances to learn from others
 - Chances to grow into a professional

A good task for an SpT should address all three - big chunky pieces of work!

1. I tend to ask SpTs to spend the first month shadowing me- giving me a chance to see how they interact with people and how they respond to different situations. During this time I set aside at least half a day per week for 1:1 time to include work planning.
2. Try to encourage SpTs to read books! We all have PH classics we hold dear- "random reflections" is my personal favourite!
3. A work plan should be clear for the first half off the attachment and less clear at greater distance - this allows space for expanding good tasks and adding further tasks
4. Spend time at the start recording the learning outcomes expected for a task- if the SpT comes back to say a task is poor it's worth reviewing these to see if it's worth continuing.
5. Set aside time for shadowing throughout the attachment- including you shadowing them! I like to drop out of a meeting at short notice to see if they can take my place (with good colleagues agreement!)
6. For more senior SpTs you have to let them develop their own tasks, outputs and plans- this is really hard to engineer unless you have substantial long term projects
7. Have the SpTs desk next to yours- all my SpTs tell me they learn more from the "scraps that fall from the table" and earwigging phone calls than from formal training sessions! It also gets them used to interacting on a day to day basis
8. Reflect on your training. Talk to ex-SpTs about their experience and get their advice on tensions and issues. One minute manager is worth re-reading every so often to remind you how to be a trainer!