26 Training and Development Policy

1. Introduction
   1. We understand the importance of having a clear training and development structure in place within our business. We want you to have the skills necessary to carry out your roles to the best of your ability. We want to provide opportunities for training which help you develop and grow.
   2. This Policy:

* Explains the principles that underpin our approach to training and development
* Sets out the different types of training we can offer
* Explains the interplay between training and development, and our appraisal structure
* Sets out the process for you to request training
* Explains how we approach time off for, and paying for, external training
  1. This Policy does not form part of your contract of employment. We reserve the right to amend or remove this Policy.
  2. This Policy applies to all employees of the business. It does not generally apply to workers, agency staff, self-employed contractors or volunteers (although we may offer training to any of these categories of person ).

1. Our training and development principles
   1. We are guided by the following principles:

* We will communicate the aim of your training to bolster your engagement.
* We will not discriminate in the provision of training. We will ensure that all employees have access to training and support in their development.
* We will make reasonable adjustments where necessary to the content, timing and location of training courses to support those with disabilities.
* We will conduct a cost/benefit analysis on each occasion when responding to requests for training.
* We will have a joined-up approach between our appraisal process (which is the basis of our assessment of development) and the organisation and provision of training.
* We may refuse training requests if you are under investigation in relation to a disciplinary matter, if you are absent from the business for a long period of time or if you have given or received notice of termination of employment.
* We will seek feedback from you on the effectiveness of both internal and external training.

1. Our approach to training
   1. We will follow a four-step approach when considering a training need:

* Assess: We will always start with an assessment of the training need. This will be done in different ways, depending on the type of training involved. For example, it may be done by way of a one-to-one discussion between you and your [line manager]; it may come out of the appraisal process; it may form part of a performance management process; or it may be a more general form of training for a group within the workforce.
* Design/source: Having decided that a training need exists, we will design or source the relevant training. We will have regard to our own internal expertise and capabilities. We will, if appropriate, engage with external organisations for training delivery.
* Deliver: We will deliver the agreed training – either internally or externally – in a timely manner and in a way which is accessible to all to whom it applies.
* Evaluate: We will seek feedback from course attendees regarding the effectiveness of the training provided and any areas where it could be improved.

1. Different types of training
   1. There are several different types of training which may be applicable to employees, including:

* Induction training – New employees and those moving to new roles with us will normally have induction training. This will train you on our systems and equipment, provide relevant contact details and introduce you to the business.
* Employee relations training – From time to time, our HR Department will implement training courses in key areas of employee relations. We want all of our employees to be aware of their legal obligations and the standards of behaviour which we require them to uphold.
* [Health and safety training – We will provide training in all relevant areas of health and safety to ensure a safe place and safe systems of work for all.]
* Management training – We will provide training for our managers to make sure that their management skills are developed and kept up to date. We will use training to make sure that they have a clear understanding of key employee issues.
* Technical training – It is of key importance that you have the skills necessary to do your job well. Through the appraisal process and the performance management process, we will highlight any technical training needs and aim to provide training in the identified area.
* Team training – We will assess training and development needs at a team and department level and, where appropriate, deliver team/department training on key issues.

1. How we will identify training needs
   1. We will use our appraisal process to identify training needs. Please refer to our Appraisal Policy for more details. Where a performance issue is identified, we will consider whether training is required/suitable. Please see our Performance Management Policy for more details.
   2. We encourage you to communicate any training or development needs you believe you may have. Any request for training should be made to your line manager.
2. Practical considerations in relation to training and development
   1. The following practical considerations should be borne in mind in relation to training and development:

* All training courses attended should be logged with HR and listed in relevant appraisal documentation.
* You should, as soon as possible, tell your line manager / the course organiser about any adjustments needed to help you attend any training session.
* You are responsible for organising your attendance at any external training. Reasonable expenses may be recoverable – please check the matter with your line manager before committing to any cost.
* If you fail to attend a training session without good reason and your contract of employment authorises us to do so, we may deduct the cost of such training from your wages (or, if you are no longer employed by us, require you to repay us) .
* If we ask, you must agree to enter into a separate training fees agreement in relation to external training courses.

1. Useful links and contacts
   1. The following internal policies are referred to in this Policy and contain additional information and guidance:

* Appraisal Policy
* Performance Management Policy
* [Insert links to any intranet pages with training courses on them or similar. If possible, avoid including specific information; instead, provide a link to where this information can be found. This will mean that the policy is less likely to become quickly out of date.]

1. Administration of the Training and Development Policy
   1. Name1 is responsible for the administration of this Policy. If you have any feedback, please email to Email1.

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| Organisation Name: | ABC Ltd |
| Policy Adopted Date: | 1st January 2024 |
| Due for Review Date: | 1st January 2026 |
| Person Responsible for Policy: | Name1 |
| Email: | Email1 |