

2.4 TRAINING AND DEVELOPMENT POLICY

2.4.1 Introduction

- 2.4.1.1 The Company is committed to training and developing all of its employees so as to enable them to achieve their maximum potential. However, it also considers it appropriate to base training and development opportunities on the requirements of the business. Therefore, decisions about investment in staff training and development will always be made having regard to the needs of the business as well as the employee's individual needs.
- 2.4.1.2 The Company regularly reviews its level of investment in staff training and development to ensure, not only that adequate resources are being provided but also that training and development activity is delivering a benefit to both the employee and the business.

2.4.2 Training and development opportunities

- 2.4.2.1 The Company provides a range of training and development opportunities to staff. These include:
- 2.4.2.1.1 • training relating to the enhancement of skills for an employee's current job role. This can include internal and external courses providing technical or specialist training relating to the skills that employees require for their job;
 - 2.4.2.1.2 • training leading to a professional or academic qualification. The Company encourages employees who wish to do so to pursue continuous professional development and where appropriate to gain further qualifications;
 - 2.4.2.1.3 • management training, including supervisory skills and leadership development programmes;
 - 2.4.2.1.4 • health and safety training; and
 - 2.4.2.1.5 • equal opportunities training.

2.4.3 Responsibilities for implementation

- 2.4.3.1 Both managers and employees have a responsibility to implement training and development initiatives. Individual training and development needs and training opportunities will be explored with the employee as part of the performance appraisal process. Managers should encourage their staff to undertake relevant programmes and employees are expected to take up the opportunities provided and report back to their manager on their applicability once completed.
- 2.4.3.2 Managers have a responsibility to monitor and evaluate the effectiveness of learning for employees who have undergone training and development, particularly where these have been externally provided. They should consider the quality and cost effectiveness of external training.
- 2.4.3.3 Employees should implement the skills that they have gained through training.

2.4.4 New training initiatives

- 2.4.4.1 Any new training initiatives will be planned as a result of a training needs analysis during the performance appraisal process. In addition, the Company is committed to reviewing training initiatives so that relevant training and development is provided for skills in specific job areas, where work procedures have changed or where new

standards are introduced. The Company will make use, where appropriate, of e-learning.

2.4.5 Requests for training and development

- 2.4.5.1 Employees can request training and development at any time but this will usually be done within the performance appraisal process as outlined above. Employees should make any requests to their manager. Any decisions on training will be at the absolute discretion of the Company.

2.4.6 Recording of training and development activities

- 2.4.6.1 All training attended will be recorded along with costs, including, for example, travel and subsistence expenses and the cost of textbooks.
- 2.4.6.2 On completion of any internal or external course the employee may be requested to complete a course evaluation form and return it to either their manager or the trainer. Analysis of the evaluation forms gathered will be undertaken and used within the overall evaluation of training and development.

2.4.7 Equal opportunities

- 2.4.7.1 Decisions relating to training and development will be made fairly and consistently and equality of opportunity will be provided for all staff. Please see the section in this Employee Handbook on Equal Opportunities for further information.