

## **Training and Development Policy**

<b>Company Name:</b>	Education Placement Group Limited and subsidiary companies including Supply Desk Limited, Teach In Limited and Qualified Schools Limited ('the Company')
<b>Topic:</b>	Training and Development
<b>Date:</b>	May 2019
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### **1 Introduction**

- 1.1 The Company recognises that staff development and learning is an integral part of The Company's strategic planning so that all members of staff can perform their individual jobs effectively and in doing so ensure that The Company meets its' strategic and ethical objectives.
- 1.2 This policy covers all employees working for The Company at all levels and grades, including senior managers, officers, directors, employees, trainees, home workers, part-time and fixed-term employees.
- 1.3 This policy does not form part of employees' contracts of employment and it may be amended at any time.

### **2 Aims**

- 2.1 The main aims of this policy are to:
- Provide a working environment where continuous learning and development take place
  - To ensure that employees are supported and enabled to meet the changing demands of The Company and its clients.
  - To ensure that The Company achieves its strategic objectives
  - To facilitate employee development at work and/or personal development through assisting employees to broaden, deepen and thereby further enhance their existing skill base.

### **3 Equal Opportunities**

- 3.1 The Company is committed to ensuring equality of learning opportunity, hence no employee will be excluded from learning on the grounds of gender (including gender reassignment), age, marital status, disability, racial grounds (race, colour, nationality – including citizenship - ethnic or national origin), sexual orientation, religion or belief, responsibility for dependants, trade union membership or employment status. Part time and fixed term employees will have equal access to relevant learning and development opportunities.

### **4 Responsibilities**

#### 4.1 Employees

- Employees are required to complete the The Company Induction Process within their probationary period. The Induction Process begins the employees learning journey with the company.
- Employee development is most effective when the individual employee takes responsibility for identifying any opportunities for self-development which will enhance work performance through increased skills and knowledge.
- We expect all employees to also take a proactive approach to furthering organisational wide learning and development.
- Employees, through the support and supervision and appraisal process, must set out an Individual Learning Plan.

#### 4.2 Line Managers

- Line managers are responsible for encouraging and assisting staff to develop Individual Learning Plans and for ensuring that they review these with staff on a regular basis during support and supervision sessions.
- Line managers have a responsibility to monitor and evaluate the effectiveness of learning for employees who have undergone training and development. Line managers should seek feedback on internal and external training programmes, including their quality and cost effectiveness. Line managers should ensure that employees implement the skills that they have gained through training, this can be monitored during the supervision and appraisal process.

### **5. OPTIONS FOR LEARNING & DEVELOPMENT MAY INCLUDE:**

- On the job learning including learning from other members of staff via job shadowing, mentoring, in house skill sharing, client visits etc.
- Setting up job development opportunities such as public speaking, in house presentations at team meetings
- Attending internal learning groups or events

- Attending internal or external training days/ workshops
- Attending conferences, forums
- An externally delivered course of study
- Web based e learning and use of our intranet training system.

## **6. Key Professional And Skills Based Learning**

The Company aims to prioritise learning that focuses on areas which:

- Enable us to fulfil our strategic objectives
- Pertain to any organisational statutory obligations
- Are essential in order to generate and maintain income
- Enable effective responses and management of legislative changes
- Ensure IT skills are at a basic level of competency and developed in accordance with work needs
- Are essential to ensure the quality of service provision
- Enable employees to meet their responsibilities in completing continuous professional development required by relevant professional bodies.
- Enable management development in relation to those who have managerial/supervisory responsibilities

## **7. Core Learning**

There are specific areas of learning which are essential for all employees and cover a rolling programme of needs which have been identified as part of a continuous programme of learning and development: Core learning will therefore cover the following areas:

### 7.1 Induction

- All new employees are given a timely programme of induction as this is regarded as an essential part of staff learning and development and integration into the working environment. It is important that new employees are given guidance and support on The Company, its work and practices and their individual duties and responsibilities.

### 7.2 Talent Rover (and other technology)

- It is important that all employees are given opportunities to enhance their TALENT ROVER skills base. The Company is committed to ensuring that all employees have competent grounding in the use of TALENT ROVER in the context of their professional roles. Employees will be positively encouraged to become familiar with the intranet, internet, email other electronic facilities and computer software packages at their disposal so that they become confident, skilled users.

### 7.3 Equalities and Diversity

- The Company is committed to promoting equality and diversity through its policies, procedures and practices. It is therefore required that all employees undertake equality and diversity in-house training to heighten both individual and organisational awareness.

This covers all key equalities issues, e.g. Race, religion or belief, gender, disability, age and sexual orientation.

#### 7.4. Appraisals

- Appraisals are an essential component of our performance management framework and are supported by regular support and supervision sessions between line managers and their employees throughout the course of the year. The appraisal scheme allows for every employee to be formally appraised with their line manager through a structured discussion on work performance over the previous year and which, must also incorporate the employee's learning and development needs for the following year.

It is an opportunity to build on strengths and address areas, which require support, thereby enhancing the potential skill base of the individual employee.

### **8. Identifying And Assessing Learning Needs**

8.1 There are a number of ways that learning and development needs are identified, these can be as follows:

- Occupational – As a result of introducing new technology, work methods, systems or practices (internally or externally).
- Promotion – As a result of an increase in responsibilities within The Company.
- Developmental – Is vocational in nature and provides the employee with additional skills that can be applied at present or increases the individual's potential for further growth.
- Organisational - Affects a particular function or department as a result of changing work methods, procedures or practices and/or supports the overall strategy of The Company.

8.2 It is the responsibility of line managers to identify and address learning needs through regular support and supervision sessions with individual employees, and during the annual appraisal.

### **9. Individual Learning Plans**

9.1 Where individual learning needs have been identified through support and supervision or the appraisal process, employees are encouraged to discuss this with their line manager and develop a learning plan.

9.2 This should set out the learning required, by what method it will be achieved, what organisational objective it relates to, whether there are cost implications and the timescales involved.

### **10. Recording, Monitoring & Evaluating Learning**

10.1 Human Resources are responsible for ensuring that relevant records of employee learning are created and maintained, and that all learning and development activities are monitored and evaluated in terms of suitability, effectiveness and value for money.

## 11. Study Leave

- 11.1 It may be possible to arrange study leave for business critical training or attendance of appropriate conferences etc.
- 11.2 Applications for study leave should be made as soon as reasonably possible to line managers and human resources.

## 12. Higher Education

- 12.1 The Company will consider requests for financial assistance towards programmes of higher education and approved professional qualifications where the course is considered to be relevant and will be of benefit to the employee and The Company in the long term.

## 13. Reimbursement Of Fees

- 13.1 Where The Company has agreed to contribute towards course fees the employee will be required to reimburse the full amount should the employee leave The Company during the course or if they do not complete the course.
- 13.2 A percentage of the course fees would be reimbursed to The Company if the employee leaves within a specified period of completion of the course as follows:

Percentage to be repaid	Employee leaves within
100%	6 months to 1 year
75%	1 year to 1.5 years
50%	1.5 years to 2 years
25%	2 years to 2.5 years

- 13.3 Any monies that are owed will be deducted from the employee's salary.
- 13.4 The Company will exercise its discretion from time to time regarding the repayment of course fees dependant on business requirements.

## 14. Personnel Responsible for Implementation

- 14.1 Our board of directors (the board) has overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework. The board has delegated day-to-day responsibility for operating the policy and ensuring its maintenance and review to the HR department.
- 14.2 Managers have a specific responsibility to ensure the fair application of this policy and all members of staff are responsible for supporting colleagues and ensuring its success.