

Title	Training and Development Policy
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Version	Date	Description
0.1	Unknown	Inherited Policy
1.0	August 06	Policy updated for HEFCW
2.0	Jan 08	Policy updated to reflect OD, style guide and EIA

1 Commitment

HEFCW will encourage a learning culture, by providing practical help and learning opportunities, and by providing a supportive environment in which everyone is encouraged to accept responsibility for continuous development, both for themselves and their colleagues, and in which team and individual achievements are celebrated. HEFCW will aim to be an exemplar in employee training and development.

2 IIP

HEFCW is recognised as an Investor in People organisation and is committed to the principles of Investors in People. HEFCW will work towards the maintenance of the standard through a process of continuous improvement.

3 Partnership

While employees will be encouraged to accept responsibility for their own learning and development, HEFCW will provide the necessary support to enable that learning and development to take place. Employees, managers, and HR will work together in partnership, to deliver individual, team, and organisational learning:

- senior managers will ensure that appropriate policies and procedures are in place, and that the necessary resources are available;
- the line manager has a crucial role to play in the development of their team, ranging from the identification of training needs to the delivery of training. HEFCW will provide support and training to line managers to enable them to fulfil this responsibility;
- HR, will provide support and advice to both employee and line managers, and will co-ordinate the planning and provision of learning opportunities.

4 Recognising diversity

HEFCW will encourage all employees, to make the best contribution they can, to develop and to progress as far as they can. To this end, all employees will have equal access to opportunities for training and development.

Recognising that many employees have to balance work with care for dependents, in some cases working part-time, HEFCW will offer training opportunities that allow for these commitments, where appropriate. HR has discretion to reimburse reasonable and necessarily incurred expenses involved in caring for children and / or elderly or infirm family members, where a member of staff incurs additional costs as a result of being required to attend a training event; this includes part-time workers' attendance at full-time courses and full-time workers' attendance at residential courses.

As part of its approach to flexible working, HEFCW will consider unpaid leave and career breaks in the context of assisting staff to pursue learning opportunities.

HEFCW will provide suitable and relevant diversity training for all employees, and training will be provided to assist managers in managing a diverse workforce.

5 Provision of learning and development

HEFCW will adopt a structured approach to planning and implementing training to meet identified individual, team, and organisational development needs.

5.1 Introduction to HEFCW

All new starters will follow a formal, structured Induction programme.

5.2 Job related training

As part of HEFCW's Management of Performance and Development scheme, all employees will have agreed the training needed to allow them to carry out the requirements of their job fully and competently, and to fulfil their role in meeting the objectives of their team, and of HEFCW. Employees will be required to attend training in some areas, for example, training to ensure that HEFCW meets its obligations as an employer and as an AGSB, to implement HEFCW's corporate policies and procedures such as equal opportunities, Welsh language, work-life balance, recruitment and selection, and performance appraisal, and training to ensure that HEFCW complies with its legal obligations.

5.3 Personal and career development

HEFCW will work with employees to ensure that they progress to the full extent of their potential. As part of HEFCW's Management of Performance and Development scheme, every employee will have a performance and development review and forward job plan. Development opportunities will be provided through a range of methods, for example, on-job coaching, mentoring, shadowing, internal and external secondments, project work, individual learning, and in-house or external programmes.

5.4 Management development

Individual and shared programmes, to develop the skills required by HEFCW, will be provided for existing and new managers

5.5 Professional / vocational training

HEFCW will support employees wishing to undertake courses leading to vocational or professional qualifications where the course is relevant to the job being performed, or has been agreed as part of the performance and development review. The amount of support (time away from work or funding) is at the discretion of the line manager and HR, taking into account any budgetary constraints, and the efficient and effective operation of services.

HEFCW will encourage employees to play an active role in professional associations and will support Continuing Professional Development activities, and reimburse annual subscription fees to professional associations, where membership of the professional association is a requirement for the post. Subscriptions will also be reimbursed where membership is a requirement for an employee being sponsored by HEFCW to study for a professional examination.

5.6 Welsh language

The need to be able to work through the medium of Welsh will vary from post to post. Irrespective of their role, all employees will be offered the opportunity to learn Welsh or to further develop their Welsh language skills, and training will be designed and delivered to meet the needs of the employee.

5.7 Accreditation of learning

Wherever possible, to enhance deployability and employability, accreditation will be sought for training. HEFCW will support and encourage the achievement of NVQs in the workplace, and in the area of IT skills, the achievement of the European Computer Driving Licence (ECDL).

6 HEFCW Health & Learning scheme

The HEFCW Health & Learning scheme will give all employees of HEFCW access to funding towards their improvement of health or personal development. All employees may apply for up to a maximum of £100 per annum towards non-work-related health activities or personal development. Please refer to the HEFCW Health & Learning Policy for further information.

7 Resources for learning

Funding – appropriate budgets will be allocated based on individual, team and organisational training needs

Facilities – appropriate learning facilities and materials will be available.

Time - All training and development activities should be planned to complement workloads and other requirements; this means making work and the business of learning twin priorities, so that continuous learning and development become an intrinsic part of work rather than an occasional add on.

8 Evaluation

Evaluation is a crucial part of the training and development process, and evaluation procedures will be put in place to evaluate providers, to ensure learning objectives have been met, to validate learning methods, to establish value for money, to inform future activities, and to evaluate the contribution of training and development to the achievement of organisational objectives.

9 Training procedures

Please refer to the MoPD Guidance Notes available on the Intranet for further information.