

## TRAINING & DEVELOPMENT POLICY

### Introduction

At Shared Interest, we believe that people are our most valuable asset and therefore we will seek to develop our staff in line with business needs and personal aspirations.

Shared Interest aims to develop all staff in order that they may have the knowledge, skills, attitudes and commitment necessary to meet current and future organisational needs.

There is currently a wide range of training and development initiatives:

- Induction training
- On the job training
- One to one meetings
- Departmental meetings
- Monthly briefing meetings
- Formal training courses (internal and external)
- Guided reading

### Responsibility for Training & Development

There is a collective responsibility for training and development:

- Managers are responsible for ensuring that they have the appropriate knowledge/skills in their area to ensure that business objectives can be met. Where this cannot be developed internally in the timescales required, it may be appropriate to recruit (on either a temporary or permanent basis) from outside the organisation.
- Individuals are responsible for keeping their Training and Development Record up to date and for applying the learning to their work situation.

### Funding

Shared Interest has a budget for training, but is a small organisation and therefore it may not be possible to fund all the training and development that is requested.

### Career Progression

Because we are a small organisation, it will not always be possible to provide as wide a range of career opportunities as people might ideally like to have.

We therefore understand that, after a period of time, individuals may wish to take up other employment elsewhere in order to further their personal development/career.

The Appraisal interview should be seen as an opportunity for an open and honest discussion about an individual's future development.

## SHARED INTEREST TRAINING & DEVELOPMENT PROCEDURES

### INDUCTION TRAINING

All new employees will receive an appropriate **Induction Training Programme**.

The aim of an induction training programme is to familiarise the employee with the organisation and their role within it, and will always include appropriate Health & Safety training.

Line Managers are responsible, in consultation with each individual, for ensuring an appropriate induction programme, which should include any training and development needs identified during the recruitment and selection process and take into account the individual's preferred learning style(s).

All new employees will be assigned a mentor or 'buddy' from their department, and will receive a copy of the Induction Workbook, and guidance in how to complete their Training & Development Record.

Overseas staff will usually spend at least 2 weeks of their induction period in the Newcastle office in order to meet staff, familiarise themselves with systems etc.

All staff are employed on the basis of a probationary period, at the end of which there will be a formal review, including any training/development still to be completed, and/or new training needs identified.

### ON-GOING TRAINING & DEVELOPMENT

Once the induction training programme has been successfully completed, further training and development initiatives will take place, as appropriate. Individuals are responsible for keeping their **Training & Development Record** up to date and discussing them with their line manager at supervision/appraisal meetings.

The following gives an idea of the types of training and development events to be considered, but is not exhaustive:

#### **On the job training**

Post-induction training to continue to learn the key aspects of the role.

#### **One to One meetings**

Informal meetings with your manager to discuss how you are progressing in your role and to identify any areas for improvement/training.

#### **Departmental/Monthly Briefing Meetings**

Information is provided on a regular basis to reinforce and update understanding of the organisational objectives, policies and procedures, and other items of interest!

#### **Secondments/Job Shadowing - Internal**

Where practicable, to encourage job satisfaction and maximise efficiency, staff will be trained in a variety of skills to achieve flexibility within and across departments/teams.

#### **Secondments/Job Shadowing - External**

Given the length of service of some Shared Interest employees, it may be appropriate to gain some different, but nonetheless relevant experience in a new environment.

Given the collective knowledge contained within the organisation, it may be appropriate to share our learning with others.

### **Other external networking opportunities**

IFAT, BOND etc.

### **Formal Training Courses – Internal**

- Money Laundering etc.

### **Formal Training Courses - External**

- Language skills
- IT courses (Word, Excel, Power Point, Access)
- Accountancy skills
- Management Development

Job-related further education is considered an important element of personal development and staff will be encouraged to make full use of external facilities, which could include colleges of further education, correspondence courses and NVQ's, where appropriate. Staff applying for such a course may be allowed day release and/or a contribution towards their books and fees.

### **Guided Reading**

And not forgetting the written word...(and pictures, and videos...)

Fact sheets, and a whole wealth of information available from the [resources library].

Once individuals are performing competently in their job and are happy in their work, they may decide that they do not desire any further development. This will be accepted and documented, *except for where there is a business requirement* to upgrade skills (e.g., the introduction of a new computer system).

Where individuals wish to develop further, this should be discussed with their appraiser as part of the **appraisal process**. Depending on the nature of the support required, it should be agreed who is best placed to research the situation further (individual/line manager).

Training and Development needs identified via the Appraisal process should be recorded on **Training, Development and Support needs** forms, which will be collated by the Office Co-ordinator. The forms will then be discussed and agreed by the Management Team for any given financial year.

Once training/development has been agreed by the Management Team, the line manager should meet with the individual in order to complete the **Training Request Form** and agree the objectives for the training/development. This should then be passed to the Office Manager, who will co-ordinate bookings on external courses.

## **EVALUATION**

Evaluating the effectiveness of training and the relevance of the learning to the workplace is the responsibility of the line manager in discussion with the individual.

Whatever the training/development activity, the **Training & Development Record** is structured to prompt individuals to think about the application of the learning to their working environment.

### **Formal training Courses**

Once the training/development has been completed, there should be a further meeting between line manager/individual to assess the learning and identify any further development needs, at which stage a **Training Evaluation Form** should be completed and a copy retained in a central file for report-writing purposes (e.g., social accounts).