



TRAINING AND DEVELOPMENT POLICY

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1.0 Aims of the Policy

- 1.1 The purpose of this policy is to set out East Herts commitment to its employees on learning and development: to outline the learning & development opportunities available to employees, to ensure that employees are equipped with the knowledge and skills that they require to carry out their job role effectively and provide employees with every opportunity for career development.

2.0 Policy Statement

- 2.1 East Herts recognises employee learning and development in the widest sense to include mentoring, individual learning, job shadowing, cascade training work experience, coaching and attendance at conferences in addition to course-based learning.
- 2.2 East Herts recognises that employee development has 6 key elements:
 - To provide equality in its provision of learning & development ensuring that all employees have equal access to appropriate learning opportunities
 - To provide a consistent framework which provides appropriate learning to employees at all levels within the organisation
 - To enable employees to meet the requirements and expectations of their sections service plan and the overall Council's priorities
 - To help employees achieve and maintain a high standard of performance and so help the Council provide the best possible services to the people of East Hertfordshire

- To enable employees to develop their effectiveness, to increase job satisfaction and achieve their personal potential
- To support employees to develop their own level of competence to enable them to achieve personal and career enhancement.

3.0 Training Needs

- 3.1 Learning and development needs are identified and reviewed at a variety of levels and which are closely linked to the service planning process and the Council's priorities.

Corporate

- CMT and SMG supported by HR will identify and review the corporate learning and development needs through PDR's. This enables management to prioritise Service training needs when designing their service plans.
- The Council will publish an annual Corporate Training Plan, which will be monitored during the year to ensure it meets the needs of the Council and its employees. The plan is designed to cover the range of different corporate training needs.

Service

- Each Service will have a separate training plan designed to meet their specific focused training requirements. This includes funding for external qualification courses, professional and vocational development, mandatory training and the development of specialist skills.
- Heads of Service and their management team, in partnership with HR, will help identify and review the Service training needs. This is achieved through service plans, and Performance Development Review (PDR) process.
- Line managers will inform their staff which training opportunities will be delivered through the Corporate Training Plan or through the Service Training Plan.

Individual

- You, in partnership with your manager, will identify your individual learning and development needs. This is achieved through the PDR process, where you will have two formal reviews of both your performance and your learning and development needs. This is an ideal opportunity to highlight any needs you feel you have and for your manager to suggest learning and development, which they feel may aid you in meeting your objectives.

4.0 Training Budgets

- 4.1 Training and Development opportunities are funded via three budgets:

Corporate funding – This budget is managed by HR and funds the Corporate Training Plan.

Professional Training – This training budget is managed by the individual Heads of Service and it is to provide funding for professional and vocational qualifications and mandatory training.

Service Training and Development – This budget is managed by the individual Heads of Service and provides funding for conferences and seminars.

5.0 The role of the Manager

- 5.1 Your manager will assist you to create your learning and development plan as part of your PDR and will help you to:

- Identify your specific learning & development requirements
- Prioritise your needs within given constraints
- Select the most appropriate, cost-effective solution to ensure your needs are met

- 5.2 Ongoing monitoring of performance both throughout and after development is essential to ensure the benefits are optimised. Reflecting on the development and deciding whether it met the learning outcomes and whether the service and/or you benefited from it, is a key part of the process.

- 5.3 Your manager is jointly responsible with HR for identifying Service and corporate development requirements and solutions.

6.0 Role of Individual

6.1 You have a responsibility for your own learning and development. It is essential you:

- Take an active part in the PDR process
- Share responsibility for identifying your development needs
- Record CPD points to support your professional qualification (where applicable)
- Take advantage of development opportunities
- Attend learning and development courses as identified.
- Recognise that there are many different ways of learning
- Complete the Pre-training and post training evaluation form
- Share and cascade your learning with colleagues
- Attend training that is mandatory

7.0 Evaluation

7.1 If training and development is seen as a natural extension of the work environment, delegates will find it easier to relate their newly acquired knowledge and skills to the workplace so that real change can take place. Pre-course briefing and post-course discussion will enable this to happen.

7.2 **Pre course Briefing:** Delegates find training and development more effective if they are adequately briefed before the course. Managers should discuss the following points with their member of staff:

- Why is it important that they attend the course (e.g. business, individual needs)
- What do they hope to achieve by attending
- How will the programme contribute to their performance at work

This should include:

- Verifying that the training is appropriate
- Completing the Pre-training and evaluation form.
- Ensuring that any pre-course preparation is complete or will be by the time they attend
- Exploring any fears or apprehensions about the course

- Discussing and resolving any travelling, financial (e.g. hotel bills, tickets etc.), domestic problems caused by the course
- Ensuring commitment to attend the entire course

This discussion should be discussed well in advance so that any difficulties may be resolved.

7.3 Post Course Debriefing: This should occur within two months after the event and relate back to the pre-course briefing and may cover the following:

- What was easy/difficult?
- What knowledge/skills have been gained?
- Have the training needs been met?
- Is there a need for further training, coaching or practice
- Was enough pre-course preparation done?
- What were the strengths and weaknesses of the course?
- How will knowledge/skills be applied to the job?
- Any feedback to the trainers from manager and/or delegate?
- Future training and development activity?

7.4 As part of the pre course and post course briefing the Pre-training and evaluation form should be completed. The form is divided into three parts (1) to be completed before the event and sent to HR (2) to be completed by the individual straight after the event and handed in to the trainer (3) will be completed with the line manager 2 months after the event, and then returned to HR.

7.5 The Pre-training and evaluation form will be sent to the individual when they book onto a corporate training event or they can be found on the intranet.

7.6 Ongoing review and evaluation is required throughout the year and both the mid-year and end of year PDR will assist in providing this opportunity. The annual PDR will provide an opportunity for a longer-term evaluation of your development and allow plans to be made for the forthcoming year.

7.7 CMT and SMG will ensure corporate learning is evaluated, though Sections will still be responsible for evaluating the effectiveness of specialised learning delivered within their service.

8.0 Investors in People (IiP)

- 8.1 East Herts Council has committed to the Investors in People Standard. This training policy and procedure framework will assist managers and staff to put into practice some of the necessary steps to maintain the award.

9.0 Professional Development (if applicable)

- 9.1 If through the nature of your employment you are in/or are developed to a role where you are required to obtain or hold a professional qualification or complete a specific field of study, the Professional, Career and Vocational Study Policy should be referred to.

10.0 Secondment (if applicable)

- 10.1 If through the nature of your employment you are in/or are developed to a role where the employee's development would be assisted by a period of secondment the Secondment Policy should be referred to.

11.0 Sabbaticals (if applicable)

- 11.1 If through the nature of your employment you are interested in pursuing a sabbatical, the career break part of the Leave Policy and Procedure should be referred to.

12.0 Policy Review and Amendment

- 12.1 This Policy shall be reviewed after two years or sooner if necessary and thereafter when changes in guidelines, contact details or new information useful to the execution of the policy are made in order to reflect the best possible level of support and management.