

## UNIVERSITY OF WALES

### TRAINING AND DEVELOPMENT POLICY

#### 1. Introduction

This policy is designed to support the University in achieving the objectives specified in its Strategic Plan by ensuring that the University's members of staff possess the skills needed to meet the current and future requirements of their posts through the provision of appropriate and effective training and development opportunities. This policy reflects the University's commitment to training and development, and sets out the way in which relevant activities are planned, approved and organised. Within the context of this policy the phrase 'training and development' refers to any learning activity or opportunity that is accessed by a member of staff either in house or externally.

#### 2. Statement of Policy

The University is committed to equality of opportunity for all its members of staff, and to developing work practices and human resources policies that support equality of opportunity in the workplace.

The University recognises the benefits of staff training and development for its members of staff and the University as a whole, and is therefore committed to providing a range of opportunities for members of staff to undertake professional and personal development as part of the University's staff appraisal process.

The University is also committed to achieving recognition as an Investors in People organisation in all parts of the University, and views this national quality standard as the process which will underpin its policy for staff training and development. The University recognises that the successful attainment of its mission and strategic objectives is directly related to the quality of its staff, and that staff training and development is a key element of this.

The University's objectives related to the training and development of its staff are as follows:

- To attract and retain a skilled workforce
- To develop a flexible, high quality and innovative workforce
- To achieve and sustain the motivation of its employees
- To develop staff in line with the University's strategic objectives
- To enable all staff to update and extend their knowledge, skills and experience to enable them to be more effective in the jobs they perform and to enable them to achieve their full potential
- To deliver training and development at the right time to the right people

#### 3. Roles and Responsibilities

The University's Senior Management Team is responsible for sanctioning all aspects of the provision of training and development. This includes overall responsibility for policies, strategies, allocation of available resources and implementation. This will also include the prioritisation of training needs identified through the staff appraisal and probation policy processes.

In association with the Senior Management Team the Human Resources Team will be responsible for the planning, organisation and communication of approved training and development activities. The University's staff appraisal and six monthly reviews will play a key role in this process and, from the information supplied to them, Human Resources will produce an annual training needs analysis for consideration by the Senior Management Team. A key role for the line manager, with the support of HR, is that of ensuring that pre and post-course evaluation is carried out, to ensure quality training, and to assess the impact and cost effectiveness of the training and development activities. The line manager and/or HR will be responsible for communicating to staff progress made with their identified individual training or development requirements.

Heads of Division and/or line managers are responsible for assessing the training needs of each person within their Division and, in conjunction with each member of staff, for prioritising them accordingly. The Head of Division / line manager will ensure that these needs are communicated to HR.

Individual members of staff are expected to take a proactive role in the identification of their own individual training and development needs. Generally, the vehicle for discussing such needs will be during the annual staff appraisal meetings or probation meetings, although there will be occasions when training requirements will be identified outside of these particular reviews. If a training need becomes evident outside the normal staff appraisal or probation meetings, members of staff must obtain the support of their Head of Division/line manager who will be responsible for submitting the training/development request to HR. Members of staff will be aware that not all training needs can be met within limited resources. The individual will be expected to participate fully in all appropriate training or development activities.

#### **4. Training Strategy**

The University's training strategy aims to:

Identify the training and development needs of individual employees through the annual staff appraisal process, the six monthly review, probation process or any interim requests submitted by line managers

Involve the University's Senior Management Team in the assessment of the University's priorities for training and development within the appropriate specified periods

Offer training and development opportunities to members of staff in line with identified priorities

Evaluate the effectiveness of training and development activities to assess their impact on the achievement of the University's strategic objectives

#### **5. Training Needs**

The staff appraisal process will, in the majority of cases, identify the training needs of individuals.

Training needs may be categorised as follows:

An immediate requirement linked to the achievement of one or more strategic objectives or specific work responsibilities, which are either currently undertaken by the employee or is to be assigned to them, and for which their current level of competence is below that which is likely to be required

A requirement linked to a need to provide cover for, or assistance to, another member of staff with specific work responsibilities which are either currently undertaken solely by the other person or is to be assigned to them, and for which the employee's current level of competence is below that likely to be required

A general requirement to increase the pool of skills available within a division or work group which are related to the mission and general responsibilities of the division or group

A general requirement to provide for the development of staff skills in strategic terms which will demonstrably benefit the University in the long run

Examples of these might include;

- a presentation skills course for a member of staff newly allocated to a public role
- switchboard training for a member of staff assigned to cover duties
- training in the use of a language where there are already other staff proficient in its use
- sponsorship of an individual on a Masters or MBA course

In agreeing that a training need has been identified, an appraiser is not making – and should not make - a commitment to an appraisee that the need will be met, as three major factors influence the meeting of training needs:

- i) the method chosen to meet the need
- ii) the costs of that method against the budget available and
- iii) the assessment of priorities against agreed resources

Not all training consists of formal external courses. Many training and development needs can be met by internal demonstration or cascade training from another member of staff. HR will be able to advise the appraiser as needed as to the appropriate method which may require investigation.

## 6. Training and Development Opportunities

The following is a list of the most frequent training and development opportunities. It is not intended to be exhaustive. Some training courses are mandatory because of the nature of University policies such as those relating Health and Safety and Equal Opportunities, or because of statutory requirements.

**Induction** – the University has a specific policy on induction - please contact the HR Team if a copy of the Induction Policy is needed.

**Courses, conferences, seminars, internal training programmes, acquisition of a qualification** (including distance or e-learning) – Heads of Division and/or the line manager may support members of staff to undertake one of the above. Time off may be granted for attendance at courses and other development events, and, where appropriate, for taking examinations. Expenses will be met in accordance with the University's policy for expenses.

**Secondments** – a member of staff may be seconded to another part of the University or to an external organisation. Such arrangements need the approval of the Head of Division in consultation with HR.

**Job enhancement** – opportunities may exist for members of staff to undertake special responsibilities or projects to enhance their experience and skills. Special projects can arise which a member of staff can be asked to undertake individually or as a member of a team, and which can involve partial or complete

absence from their normal post. It may be possible for the duties of a member of staff to be enhanced and enlarged, but this will need to be done in an agreed and planned way as this may lead to a redefinition of a post which may involve regrading.

**Consultancy** – this can serve a range of objectives and needs of the University and can be a developmental activity for a member of staff. Separate policies have been put in place which provide the framework of rules within which such activities take place, and such activities must be subject, at all times, to the necessary approvals.

## **7. Allocation of Resources – Training and Development**

As the University's capacity to train and develop its members of staff has to be balanced against its budgets, a prioritisation of fulfilling training needs will be necessary and such prioritisation is the prerogative of the Senior Management Team in association with HR. Category 1 training needs will be fulfilled first, subject at all times to available resources, followed by all other categories listed above.

It may be desirable to 'ring-fence' some funds for lower priority categories i.e. making a distinction between training in categories 1 to 3 and staff development in category 4. This is an issue which does need to be taken into consideration by the University as part of its commitment to its members of staff.

In all instances, members of staff who wish to attend a training course / development activity for which they seek the support of the University must first discuss their requirements with their head of division and/or line manager, particularly if this is outside of the staff appraisal and probation reviews. HR will require written verification from the appropriate Head of Division / line manager that they have approved the training/development activity being requested.

## **8. Study Leave and Expenses**

It is envisaged that most training/development courses will run over a one or two-day period. Such courses will normally take place during normal working hours and staff will be given the necessary time off work to attend as required.

Staff who wish to attend courses which are part of an on-going education or training programme which, by their nature, demand attendance either during normal working hours or perhaps before or after work, must gain the prior approval of their Head of Division and/or line manager. Subject always to available resources, the specific work demands of the post and the positive identification of a training need, the University will consider the extent of a) financial support and b) time off work it will make available to support the member of staff's training requirements. However, it is expected that wherever possible members of staff will attend such courses outside of work time. In addition, the University may provide paid leave for members of staff to sit approved examinations.

No time in lieu or overtime payments will be made for attendance at such courses with the exception that if classes are held across the whole of the period when the employee would normally take their lunch hour, the member of staff will be permitted to attend classes, (subject to the necessary approvals as set out above), and will also be allocated time, up to a maximum of 30 minutes, to take an abbreviated lunch break either before or after the class.

The University recognises that circumstances and types of study vary. Therefore each request should be assessed individually and the following factors taken into consideration:

How far the course of study is related to the requirements of the employee's post, i.e. is the qualification:

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Identified as a development requirement in the member of staff's appraisal or probation report

Intended to improve the member of staff's effectiveness in the performance of the University's business

Aspirational e.g. likely to benefit the member of staff in their personal career development

Out of pocket expenses necessarily incurred as a result of attendance at a training course or development activity will be met subject, at all times, to the provisions of the University's expense claims policy.

## **9. Recovery of Training Fees**

Where it is deemed appropriate, the University may make it a condition of attendance at a course, that should an employee leave its employment, it will recover, from the employee, a portion of the fees paid to the training provider. This intention will be made clear at the outset of the training, and the employee shall be given the opportunity to determine if they wish to proceed with the training under the terms offered except where this is made as a condition of appointment. In such circumstances a separate training agreement will be drafted between the University and the employee. No recovery will be made without the prior knowledge and agreement of the member of staff, and this provision would not be introduced without the prior knowledge of the employee, nor would it be made retrospectively.

## **10. Monitoring and Evaluation**

Heads of Division and/or line managers, in conjunction with HR, will be responsible for ensuring that pre and post course briefings and follow up discussions are carried out with their members of staff to enable the maximum benefit to be obtained from attendance at the course / development activity, and to assess the long term impact on performance and the achievement of one or more of the University's strategic objectives.

All members of staff undertaking courses or development activities will be required to complete the Training/Development Assessment Form (for both the pre and post course evaluation stages). This form will enable staff to indicate both the quality of the activity and the likely impact on their work. Forms should be returned to HR promptly after the course/activity.

HR will maintain records of staff training and development activities, and undertake appropriate evaluation of training/development activities, preparing reports for Senior Management Team as appropriate.