



## **STAFF TRAINING AND DEVELOPMENT - POLICY AND PROCEDURES**

### **Statement of Policy**

The RVC believes in staff development and training. By providing opportunities, facilities and where possible financial help the College aims to ensure that all members of staff can develop the knowledge, skills and experience necessary to perform their jobs well and fulfil their potential in line with the future needs of the organisation.

The College aims to provide high quality, cost effective training and development for its staff. This document outlines the framework within which staff training and development operates and defines the respective roles of those responsible for staff training.

### **Assessing the need for Staff Training and Development**

Training and development needs will arise for a variety of reasons. For example:

- as part of the induction process for staff joining the College for the first time
- to support continuous personal and professional development in order to enhance current job performance and prepare for future career progression
- to attain skills and qualifications necessary to undertake new roles within the College
- to familiarise staff with and assist them in the implementation of new policies and procedures
- to help support the delivery of the College's strategic and operational needs as identified by the Senior Management Group and other college bodies, e.g. the Teaching Quality Committee

Heads of Department have overall responsibility for identifying Departmental and individual training needs, and for ensuring that these support the College's strategic aims. Line Managers in consultation with the individual member of staff are responsible for ensuring that, so far as is possible, these needs are met.

Departmental training needs may be identified as part of the Departmental planning process. Individual training needs will be identified through the appraisal process or as a result of a specific request by an employee.

Heads of Department and Line Managers are responsible for ensuring that staff are adequately trained to undertake their work and individual members of staff are expected to discuss with their managers the training they believe they require, to take part in training activities, and to share information, skills and knowledge with their colleagues.

## **Co-ordination of Staff Training**

Human Resources is responsible for the coordination of staff training and will provide professional advice on the options available to the Senior Management Group and Line Managers.

Heads of Department and/or line managers with delegated responsibility will be asked on an annual basis to assess the training needs of their staff and to liaise with Human Resources in the production of an Annual Training Programme.

Human Resources will also administer the training programme and coordinate the appraisal process. Requests for training should be made using the College's Online Staff Training Application Form which can be accessed via the HR Intranet site. Approval is required from the relevant Line Manager.

## **Staff Training Methods**

The College will encourage, support and deliver training and development which supports its operational and strategic objectives by using the most appropriate, effective and affordable training method.

This will include in-house training such as:

- generic and tailored induction programmes for all groups of staff which demonstrate how their jobs support the College's teaching, research, clinical and business development objectives
- job related induction programmes which aim to ensure that new members of staff are familiarised with their new role
- individual coaching to help Line Managers and others to effectively lead, motivate and develop their staff.
- an annual training programme of courses and workshops in five key areas: Academic Staff Development; Health & Safety; Information Technology; Leadership & Management and Skills & Knowledge Development
- job rotation and work shadowing, where staff work with colleagues to learn their work in order to expand their own skills and to provide cover during holidays and other absences

And additionally, staff will be encouraged to attend external training events, where these directly relate to their job roles and the College's operational and strategic needs, such as:

- short courses
- conferences
- workshops
- seminars

## **Funding of Staff Training Events**

Within budgetary and other resource limitations the College will attempt to fulfil training needs. The provision of training will be prioritised, in consultation with Heads of Department, with the aim of ensuring the best use of available funds.

### **In-house**

The Central Training Budget is set annually as part of the resource allocation exercise. This will be used to finance generic staff training and development activities. Access to this programme will be available at no cost to the individual staff member or his/her department. To ensure that the Central Training Budget is effectively managed, costs associated with late withdrawals from individual training events may be passed on to the member of staff's department.

### **External**

Each department holds a training budget to support attendance at external training events which meet job related needs specific to that department, for example, attendance at conferences of professional bodies. Additionally HR hold a limited budget which may be available to support such external activity. Staff can apply for a contribution of 50% of the total course cost from the central fund to attend an external event. Please note however, that this funding will not cover transport and accommodation costs, which must be covered from departmental expenses budgets in the normal way.

Where such funding is being requested, the Line Manager is also required to provide support for the application. If it can be shown that the training need relates to a clear job requirement and that the need cannot be met from the in-house programme, a 50% contribution will be provided so long as funds are available. All requests for funding must be made on the "Application for Funding Form – External Event" which can be accessed via the HR Intranet site.

### **Accredited Courses**

Accredited courses will not be funded through the central budget and must be funded by the relevant department.

### **Entitlement**

Members of staff will be paid their normal salary when attending training courses during their normal working hours provided that their attendance has been approved by their Line Manager. Overtime will not normally be paid where training extends outside normal working hours.

## **Evaluation of Training**

The effectiveness of training undertaken by the College will be monitored and members of staff are asked to co-operate with the evaluation process, primarily by completing the post-course evaluation form which is circulated in the documentation for each course.

An analysis of the evaluation is carried out for each workshop/training session and this is fed back to the internal or external facilitators as well as to relevant committees and staff. These reports are also advertised on the HR Staff Training and Development intranet web pages.

### **Equal Opportunities**

In accordance with the College's Statutory obligations, the age, gender, race and disability of delegates attending internal and external training programmes will be monitored to ensure that all staff have access to the training they need. .

### **Guidance on the operation of the Policy**

**This is the agreed College Staff Training and Development policy and procedures document, approved by the College Senior Management Group (SMG) and the Joint Consultative Committee (JCC) with trade union representatives. It may be subject to review and amendment from time to time in light of changes in legislation or perceived problems of operation. Such amendments will need to be approved by both the SMG and JCC before coming into operation.**

**August 2008**