Policy Title:	**Training & Development Policy & Procedure**
Policy Owner:	**HR**
Audience:	**All Staff**
Policy Date:	**July 2019**
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Policy Location:	**N Drive: HR/AllUsers/Policies and Procedures**

1. Overview

1.1 This document acts as both a policy and procedure. It sets out the methods for identifying training needs across the organisation, as well as the funding principles that will be applied. It also identifies the procedure staff should follow at various stages of the process.

1.2 The Training & Development budget sits within the HR & Governance budget line and is to be spent within departments and teams across the whole organisation. It covers the training and development requirements of student staff, student volunteers in leadership roles and permanent staff.

1.3 Sabbatical officer positions are subject to a separate training & development budget which is managed by the Deputy Head of Membership Support & Engagement in conjunction with individual officer requirements.

1.4 Training and development of staff and student volunteers in leadership roles is crucial to the continued development of the organisation. As well as directly working towards one of the aims in our strategy, to make students more employable, it also enriches the great people and culture enabler which underpins how we will achieve our aims.

2. Types of training and identification of need

2.1 The Training & Development budget is split into two separate budget lines:

i. <u>Operational & Compliance</u>
This is for training that is fundamentally required to enable an individual to fulfil the operational requirements of their role from a practical and/or compliance perspective. For example, any health & safety, compliance or system / software training. While it may also help develop the individual professionally the main reason for requiring the training is for organisational purposes relating to compliance, safeguarding and day to day task management. As such this kind of training will be determined by line managers in discussion with their senior manager.

ii. <u>Developmental</u>
This is for training that looks to further an individual's professional and personal development. It is not essential to the operation of the organisation but can be seen as a tool to help aid retention and succession planning. This kind of training may be identified in a number of ways:

- During the induction process of new employees.
- At the probationary review of any new employees.
- By the member of staff and their line manager during annual appraisals.
- By changes in legislation which affect the organisation.
- On the introduction of new systems or technologies, e.g. new software.
- By organisational needs identified by the senior management team.
- Individual requests.

2.2 The requirements for operational training are generally the same each year. This should be agreed annually (in July/August) between the senior manager for each department and the Head of Membership Support & Engagement, who oversees the budget.

2.3 Where a developmental training need has been identified, this will first be discussed between line managers and their respective senior manager. If the senior manager is in agreement it is their responsibility to discuss this with the Head of Membership Support & Engagement who will ensure it is captured as a recommendation amongst all other requests. Where the cost is high, decisions will be ultimately be made by the senior management team (see 3.2 below).

3. Funding Principles

3.1 Any request for developmental training should meet at least one of the following criteria:

i. It will help meet the aims and big ideas in our strategy.
ii. It will help deliver the objectives in our team annual operating plans.
iii. It will help meet role specific retention objectives.
iv. It will help meet role specific succession planning objectives.

3.2 Additionally, all developmental training requests will be considered and accepted or declined on the basis of:

v. Relevance to the job.
vi. Financial implications.
vii. Departmental impact as well as impact on other departments.
viii. The ongoing personal development of the employee.
ix. Length of service (i.e. it is expected that the individual will have been with the organisation for a minimum of 12 months but exceptions may be made on a discretionary basis).

3.3 As developmental training can represent a significant cost to the organisation, it should also act as an investment where certain costs are exceeded. In certain cases, it may also be necessary for the individual to part-fund the cost of training. For the purposes of transparency and consistency the following parameters will be applied to developmental training requests for staff in Grade 1 – 7 roles:

Training Cost	Payment	Authorisation
Less than £500	Paid in full by RHSU. No Training Agreement necessary.	Between senior manager and Head of Membership Support & Engagement.
Between £500 - £1500	Paid in full by RHSU. Training Agreement to be signed by individual where repayment is required if individual leaves RHSU within 12 months of completing training.	Senior management team
Over £1500	A maximum of £1500 per annum paid in full by RHSU. Any additional sum to be paid by the individual. Training Agreement to be signed by individual where repayment is required if individual leaves RHSU within 12 months of completing training.	Senior management team
The above costs are inclusive of any assessment fees associated with the training. Where re-assessment is required any fees associated with this would not be funded by the organisation.		

3.4 Exceptions may be made to the above on a discretionary basis and subject to agreement by senior management.

3.5 Any training for staff in senior management positions will be agreed at the discretion of the Chief Executive.

3.6 Any training required by the Chief Executive will be agreed by the Board of Trustees or a delegated sub-committee.

4. Paperwork

4.1 The following paperwork will require completion for all developmental training requests for Grade 1 – 7 roles:

i. Training Request Form
This will request details of the course/conference and how attendance will aid the development of the organisation's strategy as well as the professional development of the individual. In order to measure the effectiveness of the training employees will be asked to provide objectives which they hope to achieve as a result of the training.

ii. Training Agreement Form
Where the cost of the course exceeds £500 there will be a requirement for the individual to sign an agreement whereby a proportion of the cost of the course is recouped in the event of any of the following circumstances:
   - Where the individual is sick (or other mitigating circumstances) and cannot attend the course. This will attract 50% repayment of the training and licensing costs.
   - Where the individual leaves RHSU voluntarily less than 12 months after completion of training. Training costs will be repaid on a sliding scale of twelfths e.g. if an employee leaves 9 months after the training, 25% of the cost will be repayable by the employee.
   - When the training course has been booked and the individual fails to attend. This will attract 100% repayment by the individual.

iii. Post course evaluation
After attendance at the training the employee should complete a course evaluation form giving feedback on the event, what skills/knowledge has been gained, whether it is recommended that others should attend in the future and whether the training helped to meet the set objectives.

5. Records

The HR team should be kept aware of all training and development (both operational and developmental) that is undertaken across the organisation to ensure that individual PeopleHR records may be updated.