**Employee Training and Development Policy**

**Change History**

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| --- | --- | --- | --- |
| Issue | Date | Summary of Changes | Initial |
| A | Mar 21 | Revised policy created by Birketts | **ED** |
| V2 | April 21 | Revised personal allowance, updated clause for training above personal allowance, and definition of training being role-related. | **AR** |
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**Employee Training and Development Policy**

**Contents**

1. POLICY BRIEF AND PURPOSE

2. SCOPE

3. POLICY ELEMENTS

4. WHAT DO WE MEAN BY TRAINING AND DEVELOPMENT?

5. INDIVIDUAL TRAINING PROGRAMMES

6. CORPORATE TRAINING PROGRAMMES

7. OTHER TYPES OF TRAINING

8. PROCEDURE

9. REPAYING TRAINING COSTS ON TERMINATION OF EMPLOYMENT

1. **Policy brief & purpose**

1.1 Our Employee Development company policy refers to the company’s learning and development programs and activities.

1.2 In the modern competitive environment, employees need to replenish their knowledge and acquire new skills to do their jobs better. This will benefit both them and the company. We want them to feel confident about improving efficiency and productivity, as well as finding new ways towards personal development and success.

1.3 Save for where expressed otherwise, this policy does not form part of any employee’s contract of employment and may be amended from time to time.

**2. Scope**

2.1 This policy applies to all permanent, full-time or part-time, employees of the company. Employees with temporary/short-term contracts might attend trainings at their manager’s discretion.

2.2 This policy doesn’t cover supplementary staff like contractors or consultants.

**3. Policy elements**

3.1 Employees and managers should all collaborate to build a continuous professional development (CPD) culture. It’s an employee’s responsibility to seek new learning opportunities. It’s a manager’s responsibility to coach their teams and identify employee development needs and facilitate any staff development activities and processes. CPD should be covered in the appraisal structure but should not be limited to those occasions as it may lead to missed opportunities.

**4. What do we mean by training and development?**

4.1 In general, we approve and encourage employees to undertake job-relevant development through the following methods:

* Formal training sessions (individual or corporate)
* Employee Coaching and Mentoring
* Participating in conferences
* On-the-job training
* Job shadowing
* Job rotation

4.2 As part of our learning and development provisions, we can also arrange for subscriptions or educational material, so employees will have access to news, articles and other material that can help them become better at their job. There are two conditions for this:

* Subscription/Material should be job-related
* All relevant fees should be taken from the personal training allowance

This list doesn’t include software licences or other tools that are absolutely necessary for employees’ jobs.

**5. Individual training programs**

5.1 The company has certain provisions regarding individual training programs. All employees that have worked for the company more than six months are eligible to participate in external training programs individually or in teams. We will set a budget for each employee at the beginning of a year, which we’ll renew annually in line with business needs and affordability. Employees can be absent for training for up to 10 days per year.

|  |  |
| --- | --- |
| **Year** | **Personal allowance** |
| 20/21 | £3000 |
| 21/22 | Due to Covid-19 impacts, individual budgets have not been allocated. Team budgets have been allocated and will be distributed at the managers’ discretion. |

5.2 Employees can choose to attend as many training programs as they want, provided they don’t exceed the budget and day limit. For training above those limits, they’ll have to use their paid time off (PTO) and pay any extra fees themselves. HIL may approve training that would exceed the personal allowance if the development would benefit HIL’s growth and business needs, these requests would be considered on a case-by-case basis.

5.3 Any employee training that the company mandates (e.g. for induction to the company, due to inadequacies of an employee’s performance, or changes in their job description) is excluded from the training budget and time limit. The company may take care of the entire cost.

5.4 We encourage employees and managers to consider multiple training methods like workshops, e- learning, lectures and more. This should be discussed with employees in their appraisal to allow managers to choose the most appropriate training.

**6. Corporate training programs**

6.1 We might occasionally engage experts to train our employees. The company will cover the entire cost in this case. Examples of this kind of training and development are:

* Equal employment opportunity training
* Diversity training
* Leadership training for managers
* Conflict resolution training for employees

6.2 This category also includes training conducted by internal experts and managers. Examples are:

* Training new employees
* Training teams in company-related issues (e.g. new systems or policy changes)
* Training employees to prepare them for promotions, transfers or new responsibilities

6.3 Employees won’t have to pay or use their leave for this type of training.

**7. Other types of training**

7.1 Both employees and their managers are responsible for continuous learning. Employees should show willingness to improve by asking their managers for direction and advice. Managers should do the same with their own superiors, while encouraging and mentoring their subordinates.

7.2 Employees and managers are responsible for finding the best ways to CPD. They may experiment with job rotation, job shadowing and other types of on-the-job training that is approved by HIL(without disrupting daily operations). We also encourage employees to use their rights for self-paced learning by asking for educational material and access to other resources within allocated budget.

7.3 General guidelines:

* All eligible employees are covered by this policy without discriminating against rank or protected characteristics.
* Managers should evaluate the success of training efforts. They should keep records for reference and better improvement opportunities.
* All employee development efforts should respect cost and time limitations, as well as individual and business needs.
* Employees should try to make the most out of their trainings by studying and finding ways to apply knowledge to their work.
* Employees are encouraged to use up their allocated training budget and time.

**8. Procedure**

8.1 This procedure should be followed when employees want to attend external training sessions or conferences:

1. Employees (or their team leaders) identify the need for training.
2. Employees and team leaders discuss potential training programs or methods and come up with suggestions.
3. Employees or team leaders contact the relevant manager who can approve the spend and briefly present their proposal.
4. The relevant manager or CEO (depending on approval limits) approves or rejects the proposal. If they reject it, they should provide employees with reasons in writing.
5. If approved, the team leader will make arrangements for dates, accommodation, reserving places etc.
6. Course details are then logged in the Training Log (Appended) – both the manager and employee signs the log. The employee signs a second time once the training is complete.
7. In cases where the company doesn’t pay for the training directly, employees will have to pay and send invoices or receipts to their manager.
8. If an employee decides to drop or cancel a training, they’ll have to inform their manager immediately. They’ll also have to shoulder any cancellation or other fees.
9. In cases where training ends with examination, employees are obliged to submit the results. If they don’t pass the exam, they can retake it on their own expense if the provider allows.

8.2 Generally, personal allowance will be used to cover any training fees including registration and examination (one time). It may also cover transportation, accommodation and personal expenses. Any other covered expense that employees have will be reimbursed, after employees bring all relevant receipts and invoices.

8.3 If employees want subscriptions, they should ask their managers to do so. The company will preferably set up the subscription. In some rare cases, they might give formal approval to employees so they can do it themselves. Once employees make arrangements, they should inform their manager of the cost and any other details in writing.

8.4 Manager’s responsibilities also include:

* Assessing training needs
* Maintaining budgets and training schedules
* Assisting with learning and development activities and strategies Promoting corporate training programs and employee development plans
* Calculating learning and development KPIs whenever possible and decide on improvements

**9. Repaying Training Costs on Termination of Employment**

9.1 When the company pays for training, subscriptions, or other CPD, it expects to be able to gain from the new skills the employee will have gained. In the event that an employment terminates for any reason, it is a contractual provision that the employee shall re-pay the cost of any fees, expenses and other costs associated with the training as follows:

|  |  |
| --- | --- |
| Time since ending employment | % of Costs to be paid back |
| up to 1 month | 100 |
| More than 1 month but less than or equal to 2 months | 90 |
| More than 2 months but less than or equal to 3 months | 85 |
| More than 3 months but less than or equal to 4 months | 80 |
| More than 4 months but less than or equal to 5 months | 75 |
| More than 5 months but less than or equal to 6 months | 70 |
| More than 6 months but less than or equal to 7 months | 60 |
| More than 7 months but less than or equal to 8 months | 50 |
| More than 8 months but less than or equal to 9 months | 40 |
| More than 9 months but less than or equal to 10 months | 30 |
| More than 10 months but less than or equal to 11 months | 20 |
| More than 11 months but less than or equal to 12 months | 10 |
| More than 12 months | 0 |

9.2 The manager should consult with the employee and a more senior management before confirming the amount to be repaid. The employee agrees that HIL may deduct the sums under this provision from any final salary or outstanding payments due to them.

9.3 The company may decide to alter the above percentages depending on the original cost of the training.

**HIL Training Log** Employee:

As part of personal development with HIL, training will be provided to employees. This log must be completed before and after training.

|  |  |  |
| --- | --- | --- |
| **Course details** | **Booked** | **Completed** |
| Title:  Date:  Cost: | Employee Signature:  Manager Signature: | Employee Signature:  Manager Signature: |
| Comments: | | |
| Title:  Date:  Cost: | Employee Signature:  Manager Signature: | Employee Signature:  Manager Signature: |
| Comments: | | |
| Title:  Date:  Cost: | Employee Signature:  Manager Signature: | Employee Signature:  Manager Signature: |
| Comments: | | |
| Title:  Date:  Cost: | Employee Signature:  Manager Signature: | Employee Signature:  Manager Signature: |
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