

**Training and  
Development  
Policy Document**

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**Section 1**  
**Policy Statement**

## ***Introduction***

FLVC is committed to the training and development of its staff, trustees and volunteers (FLVC personnel) to achieve its aims and objectives. FLVC has a business plan which sets out its goals and targets. It will include the broad learning and development needs of FLVC personnel as required to achieve these goals and targets. It will identify the resources to be used in meeting these needs subject to the limitations of the FLVC training budget.

### **1.1 *Aim***

The aim of this policy is to enable FLVC to provide effective, efficient, quality services by ensuring that, its staff, trustees and volunteers, receive the support, training and development opportunities which will enable them to fulfil their roles effectively.

### **1.2 *Definition of Training and Development***

This policy refers to any activity which contributes to the learning and development of FLVC personnel and enables FLVC to achieve its aims and objectives, including:

- Training events directly organised or delivered by FLVC, both accredited and non accredited.
- Training provided by other agencies, both accredited and non accredited.
- Organisational procedures for assessing learning needs and developing learning plans, including induction and appraisal procedures.
- Distance learning programmes.
- Mentoring and other support arrangements.
- Arrangements for study leave and placements.

## ***Objectives***

FLVC will achieve its aim by working to ensure:

- (a) The goals and targets from the business plan are clearly presented so that FLVC personnel can easily identify with them.
- (b) There is an effective communication system that extends across FLVC to give, receive and exchange information, so that FLVC's commitment to the development of its personnel is inherent in all forms of communication.
- (c) There is equality of access to training and other development opportunities and to the provision of facilities, financial support, advice and opportunities, which will enable FLVC personnel to acquire the attitudes, skills and knowledge needed to perform their present and future roles effectively.
- (d) Every line manager (including the chair in the case of trustees and supervisor in the case of volunteers) has responsibility for identifying the training and development needs of the personnel for whom they are responsible. They will be assisted to understand and meet this responsibility competently. Line managers' assessments will include their actions in supporting personnel to meet their training and development needs.
- (e) At least annually, all FLVC personnel should have opportunity to meet with their line their manager to discuss their learning and development needs and to

review the impact of training already undertaken, in relation to the aims and objectives of FLVC. The results of discussions should be documented and retained as a training and development record and an individual development plan should be prepared and implemented as a result.

- (f) The individual development plan will include written targets/standards and personal objectives. Where appropriate, these to be linked to achieving external standards, i.e. professional qualifications and those within the N.V.Q. framework.
- (g) Based on the assessment of the organisation's corporate needs and individual training needs an annual training/development plan will be produced and maintained as part of the business plan.
- (h) All FLVC personnel will be made aware of the learning and development opportunities open to them and will encouraged to access those which are relevant.

## **Section 2**

### **Departmental Training/Development Plans**

## 2.1 *Training and Development Criteria*

FLVC will use the following broad criteria to judge the appropriateness and relevance of training and development opportunities:

- They contribute to the achievement of FLVC's aims objectives and are based on an assessment of an individual's present and potential contribution to their achievement as identified in the learning development plan.
- They are appropriate to the level and status of the post occupied, or likely to be occupied, by the individual in the foreseeable future.
- They are affordable and within available budget.
- They do not compromise FLVC's ability to maintain its services (refers to staff training).
- They anticipate future needs and/or enable FLVC to comply with legislation or address a skills or knowledge gap.

## 2.2 *Process for Granting Approval of Training*

The assessment and approval process will differ slightly depending on whether it applies staff, volunteers or trustees. (See also sections 4+5)

### *Staff*

The assessment and approval of whether FLVC personnel can attend/participate in a particular training course, event or programme will generally be determined by the line manager in using the criteria above. Where payment is required it must be in line with available budget and the line manager must act within the guidance set out in the **Financial Regulations**. Where the training is over a substantial period of time (over a week in total??) the line manager will need to seek approval from the FLVC manager or from Personnel Sub Committee.

### *Volunteers*

FLVC will generally provide training for volunteers at no cost to them, including travel and out of pocket expenses. Where individual volunteers wish to access training outside FLVC and require payment of course fees or expenses, the volunteer supervisor will approach their line manager to seek approval for training for their volunteers. The criteria above will be used to make the judgment and where payment is required it must be in line with available budget.

### *Trustees*

Training for trustees will generally be provided directly by FLVC at no cost to them, including travel and out of pocket expenses. Where individual trustees wish to attend training outside FLVC and require payment of course fees and expenses they will need to approach the chair and such a request will generally be assessed by the Personnel Sub Committee using the criteria set out above.

## 2.3 *Evaluation of training/development*

The broad costs and benefits of the development of employees and its contribution to meeting FLVC's objectives will be regularly reviewed and evaluated.

Evaluation procedures will be administered in a way that ensures that FLVC personnel understand the expected outcome of their training in meeting FLVC's objectives and ensuring maximum benefit from the associated resources.

Line Managers will be responsible for evaluating how the development of people is contributing to service objectives and such information will be forwarded to the Manager (or chair as appropriate) to enable a corporate analysis to be made to ensure that FLVC obtains maximum benefit from the resources devoted to training and development.

The line managers will require progress and evaluation reports from all personnel who attend training courses and events. Appropriate action will be taken if the employee concerned is not making reasonable progress.

FLVC personnel will be required to complete an internal assessment form so that ongoing evaluation of the course can be made. Where appropriate, they will share the knowledge and skills gained with other personnel.

#### **2.4 Records of training/development**

Comprehensive records of training and development undertaken by FLVC personnel will be maintained by the line manager.

The learning needs of new personnel will be systematically assessed by the line manager, initially within three months of appointment and thereafter updated for inclusion in an individual learning plan and in the organisational annual training plan.

#### **2.5 Mentoring**

Mentors will be appointed/nominated from within FLVC to support employees, trustees and volunteers.

**Section 3**  
**New Entrants**

### **3.1 *Induction training***

Induction training will be arranged for all new personnel in accordance with FLVC's induction policy.

### **3.2 *Changing Roles***

It is equally important that personnel who change roles are correctly inducted into their new position. They should be informed of their new role in contributing to the achievement or service objectives; the expected performance related to their new post; any changes to their terms and conditions and any different health and safety legislation applicable to their new post (this is mainly relevant to staff)

## **Section 4**

### **Conditions of Release For Approved Qualification Courses**

#### **4.1 Guarantee of Service (This Section Applies to Staff)**

Before granting leave of absence *and/or* financial assistance to study for approved qualifications, FLVC will require from any employee a guarantee of service after completion of a training course. Details of this are given below:

- (a) Where facilities are granted to enable an employee to acquire a recognised qualification under this scheme, FLVC will make it a condition that the employee will be required to undertake to remain in the service of FLVC for a period of two years from the date on which the qualification is obtained, always providing there is a post available for the employee requiring the qualification which has been secured.
- (b) Where facilities are granted to enable an employee to acquire a recognised qualification and the employee leaves the employ of FLVC before completing the whole or a defined part of the qualification, FLVC could be entitled to claim repayment. . (See Financial Assistance 4.5 (d). Where an employee leaves the employ of FLVC within two years of completion, fees will be reclaimed on a 1/24 sliding, monthly scale, e.g. after 1 year, half the fees (twelve 24ths) would be reclaimed. Where repayment of financial assistance is required, this shall not include remuneration paid in respect of time spent at approved courses of study.

#### **4.2 Continuation of study.**

The continuance of a succeeding stage of study will only be granted if the employee has passed the appropriate examination and has made satisfactory progress.

#### **4.3 Examination "re-sits"**

Employees who are unsuccessful in their first attempt at obtaining an approved qualification will only be authorised a second and subsequent attempt if it can be shown that they made reasonable progress during their studies for the first attempt, subject to the approval of the Manager. Any further attempt will, other than in exceptional circumstances, be at the employee's own expense.

#### **4.4 Examination results**

All employees who have undertaken examinations will notify their line manager or nominee on receipt of their examination results. The Personnel Sub-Committee will be informed of the details of examination results.

#### **4.5 Refund of financial assistance**

If an employee:

- (a) fails to sit for an examination within a reasonable period
- (b) fails to show satisfactory progress in his/her studies
- (c) discontinues his/her course

(d) leaves the employ of FLVC

FLVC may require the refunding of all or part of the financial assistance given as determined in the particular case. The final decision will generally be made by the Personnel Sub committee, but, in extenuating circumstances by the Chair of Personnel Sub-committee and the FLVC Manager.

For employees undertaking a full N.V.Q., as a general rule a two year period from start to finish will apply, or in the case of individual units, as determined by the employee's Learning Development Plan.

## **Section 5**

### **Earnings, Financial Assistance and Time Allowance**

## 5.1 *Earnings*

Full normal earnings may be paid for attendance at full time, day release and short courses leading to approved qualifications and also for any approved attendance at courses and seminars which do not lead to a qualification. In the first instance The Manager will determine whether earnings will be paid.

## 5.2 *Time allowance*

### 5.2.1 *Attendance*

- (a) Paid leave of absence may be allowed for events taking place during normal working hours, i.e. course attendance; study for examinations (see. 5.2.2); examinations, attendance at related graduation and award presentation ceremonies. No allowance will be made above that of a standard full time working day in consideration of either attendance or travelling time.
- (b) Where paid leave is allowed, attendance on a course is treated as attendance on duty. Absence because of sickness must be reported and if necessary certified. Unauthorised absence from a course will be treated as unauthorised absence from duty.

### 5.2.2 *Study Leave*

Subject to the requirements of FLVC and at their discretion:

Traditional college based qualification courses	A maximum 3 days per academic year at the discretion of the department
Distance learning	As college based plus residential elements taking place on working days
Work based NVQs	1 day per level for levels 1, 2 & 3, 2 days per level for levels 4 & 5 in addition to any time required to attend events addressing related training needs, inclusive of assessment.
Examination resits	no allowance

## 5.3 *Financial assistance*

### 5.3.1 **Membership Fees**

When a course of study cannot be pursued without membership of the applicable professional institution, membership fees may be paid, at the discretion of the Manager, for the normal duration of the course. Should the person fail to qualify at the first attempt, payment of the membership fees to enable subsequent attempts will be at the discretion of FLVC based on the

circumstances of the individual case.

### 5.3.2 ***College Fees***

Fees, including those for registration and examination, may be paid in full, at the discretion of the Manager or Trustees of FLVC if considered appropriate, if relevant to and requirement of present post or necessary to the future needs of FLVC. Payment for field trips subject to separate approval by the Manager.

### 5.3.3 ***Books***

Books may be purchased if the Manager considers that the organization will benefit from the purchase insofar as they are added to the stock of material held in the reference library. During the course of learning the reference library will loan to the employee the books.

If the employee wishes to keep the book he/she pays the original price for it.

### 5.3.4 ***Subsistence for Day Release Courses and Other Training***

Claims should only reflect actual expenditure above that incurred on a normal working day.

In establishments with subsidised catering - no receipts are required where actual expenditure is up to 50% of FLVC's scheme of charge/rates. Receipts will be required for claims in excess of 50%.

In establishments with non-subsidised catering - actual expenditure up to full appropriate FLVC scheme of charges/rates.

Where expenditure incurred exceeds FLVC scheme of charges/rates, prior approval of the Manager of FLVC and receipts are required.

### 5.3.5 ***Other Expenses***

**(i) Day Release Courses/Short Courses of less than three months duration/ seminars, conferences etc.**

All expenses other than travel and subsistence e.g. over-night expenses should be in accordance with FLVC's scheme of charges/rates. Any allowance in excess of this to be approved and agreed with The Manager before the event.

Staying with relatives

Only expenses actually incurred (with receipts)

Out of pocket expenses

In accordance with FLVC's scheme of charges/rates.

## **Section 6**

### **Correspondence Courses**

## 6.1 *Use of correspondence courses*

The use of a correspondence course will normally be supported only in the following circumstances:

- (a) Where the employee has not already received release from work to study for the part of the course in question.
- (b) Where there is no satisfactory course at an accessible training/learning centre.
- (c) Where a correspondence course has been accepted as the most suitable means of study for the employee in question, e.g. as part of revision study.
- (d) Where day release facilities have not been granted, due to the requirements of the service.
- (e) The use of Open University courses will be supported only where the course of study is directly relevant to an employee's present or projected employment within FLVC and where it is the most appropriate course of study for that employee.
- (f) Where permission has been granted for study by correspondence, then the financial assistance outlined in Section 5 of this scheme will apply.