

## MODEL: Workforce Development Policy

### AIMS & PRINCIPLES OF THIS POLICY

We recognise the importance of effective learning and development in assisting us to achieve our organisational objectives which is to :

- *Include bullet points here*

Workers (including all contracted 'staff') and volunteers of our organisation will have access to opportunities for learning and development to enable them to perform to the best of their ability, in order to help the organisation to achieve these objectives.

Our organisation commits to offering learning and development opportunities to all workers and volunteers irrespective of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation or hours of work. We recognise that learning and development activities take a number of different forms.

### Responsibilities

It is the *[insert role]* responsibility to:

- communicate the organisation's objectives and values
- work with the worker/ volunteer to identify their developmental needs and link these to the organisation's objectives
- work with workers / volunteers to identify solutions to the needs
- encourage workers to undertake and make use of learning and development activities
- evaluate the impact of learning and development for individuals and the organisation

Workers / volunteers have a responsibility to:

- assist in identifying learning and development needs and opportunities
- undertake learning and development activities
- evaluate learning undertaken and its contribution to their personal development and that of the organisation

## Identifying training needs

Workers /volunteers together with their line manager will identify learning and development needs through a range of means such as team discussion, Training Needs Analysis (TNA), supervision & appraisal, individual work and personal development plans.

Formal requests need to be made to *{insert role}* on the relevant form where one applies, or in writing.

The aim of this needs analysis will be to highlight individual strengths or areas of performance which need development or further training and to track progress, and quality of training received.

## Forms of learning & Development

Learning and development can be provided through any of the following means

- External training
- Webinars / e-learning
- Blended learning
- In house training
- On job training
- Work shadowing
- Studying towards vocational or professional qualifications
- Coaching and mentoring
- Attendance at seminars, forums, conferences, workshops
- Continuous Professional Development (reading, research, shared learning)

Core development activities for workers / volunteers include:

- Induction
- Equalities Training
- Welsh language
- Lone working
- Data protection
- Health & Safety

## Study for professional qualifications

The organisation may provide support for workers for relevant professional qualifications as we recognise the benefits gained for both the organisation and the individual.

Support is discretionary to be approved by the Board, and the contract, job role and other factors will be taken into consideration when a request is made. Assistance that may be considered could take any or all of the following forms:

- Financial assistance to pay for a course or exam fees to achieve a professional qualification related to a job role
- time off for study
- time off for exams/assessments
- cost of books/resources/materials

The following conditions apply where support is provided:

- This support will only be considered following successful completion of probation.
- If a funded staff member leaves the organisation within a year of achieving the qualification then they will be expected to repay all of the course fees. If they leave within two years, they will be expected to repay 50% of course fees.
- What happens if a funded staff member fails an element of the qualification? If an element of the qualification is failed, the Board will have the discretion to decide whether it is possible to continue providing financial support.

## Membership of Professional bodies

For workers / volunteers required to hold membership of professional organisations to carry out their role we may pay a contribution to subscription fees, in order for an employee /volunteer to maintain their professional status. At the organisations discretion, full subscription may be paid by the company if it is in its best interests to do so. Relevant professional bodies include for example: Accountancy - ACCA, CIMA; Human Resources- CIPD; Marketing: CIM

The list is not exhaustive and will adapt with the workforce requirements.

## Evaluation of Staff Learning & Development

It's important that the benefits of the learning and development activities are evaluated to establish the long and short term impact on the individual and organisation's performance. Evaluation activity can take place through the following means:

- Quality of training
- Recommendation of the activity for others
- Appropriateness of timing
- whether the objectives have been met
- agree any further learning needs
- What needs to be done to enable the individual to use any new skills
- Any other appropriate actions

## Review

This policy will be reviewed every two years by *[insert role]* to ensure it remains up to date and reflects the needs and practices of the organisation.

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