

## **LEARNING AND DEVELOPMENT POLICY**

### **POLICY AIM & OBJECTIVES**

SAC recognises that the training and development of staff is key to the continual success of the organisation. It is SAC's policy to ensure that as far as it is practicable, adequate resources are available to provide a continuous programme of training for all staff. The aim of the learning and development policy will be to equip employees with the knowledge, skills and attitudes required to meet job objectives, and to enable staff to develop to their full potential, thus ensuring that SAC can fulfil the objectives of the divisional business plans. This policy will ensure that training is designed to meet high standards of quality, in line with the Investors in People standard.

### **EQUAL OPPORTUNITIES**

SAC is committed to a policy of equal opportunity for all employees. The aim of this policy is to ensure that the talents of all SAC employees are used to the full and that each individual has the opportunity to fulfil their potential and career hopes.

SAC believes that excellence will be achieved through recognising the value of every individual. We aim to create an environment that respects the diversity of employees and enables them to achieve their full potential, to contribute fully, and to derive maximum benefit and enjoyment from their involvement in the life of SAC.

### **INDUCTION TRAINING**

The aim of the Induction Programme is to welcome new employees into the organisation, whilst providing them with the basic facts they will need to settle into the organisation and their new role. During an employee's career within SAC, any employee who changes job, transfers and/or is promoted should be inducted into their new role and/or new division. All staff employed for more than 6 months will be expected to undertake the full corporate induction. The Induction Programme will take place on 3 levels: corporate, local and ongoing. The induction programme has been designed to help employees settle into their new jobs quickly, happily and effectively.

#### **Corporate Induction**

- All new staff will be required to attend a one day structured Corporate Induction Training day covering the objectives below. Line managers should ensure that all new staff members are both encouraged and given the necessary support to allow them to attend these days. This one-day event will be organised by the Training and Development Manager on notification that a new member of staff has joined SAC. Where possible the Corporate Induction Training Day will be delivered within the first month of the new employees start date.
- At the end of the Corporate Induction Day employees will:
  - Understand the Induction Procedure
  - Gain an understanding of the background to the organisation
  - Understand the structure of SAC
  - Have an awareness of the SAC strategy and mission and vision statement
  - Have an understanding of the work of each of the divisions
  - Know what HR policies are applicable and their responsibilities as an SAC employee i.e. sick leave, alcohol & smoking policy, equal opportunities, disciplinary and inefficiency procedures, working time regulations, family friendly policies etc.
  - Understand the career development system within SAC – pay system, pension options, appraisal system, promotion and ongoing training and development.

- Be aware of the SAC Health and Safety Policy and their responsibilities as an SAC employee i.e. accident reporting and emergency procedure
- Be aware of what services Prospect (TU) provides and joining instructions and fees.
- To be aware of the information sources available and the communication of information within SAC i.e. Intranet, core briefing sessions, SAC News.

### **Local Induction Procedure**

- Local Induction to take place within the first working week of the new staff member taking up their post with SAC.
- Line manager to have responsibility for ensuring that all staff under-go local induction, and attend the Corporate Induction day.
- A local induction checklist should be used to ensure that all aspects of local induction have been completed. On completion this should be signed by line manager and the new member of staff. A copy should be retained by the new member of staff and the original copy should be forwarded to Human Resources to be retained on their personnel file. A copy of the local induction checklist can be found on the Intranet.
- Local Induction should cover the following topics:
  - Job description & requirements - new employees should agree a Personal Job Objectives Plan and Personal Development Plan for the forthcoming year with their line manager.
  - Divisional and group business plans
  - Working hours, time recording, and local policy for TOIL and overtime
  - Confirmation of annual leave entitlement and procedure for application of annual leave
  - Introductions to team colleagues and relevant managers. If appropriate meetings should be arranged with a wide variety of people outside the immediate work team, but with whom worker may have contact in the future.
  - Communication methods – staff intranet, core briefing
  - Key contacts

### **Local Induction – Health & Safety**

- The following topics should be covered:
  - Details of local issues and client risk assessments should be presented to new staff.
  - Details of Health and Safety courses that staff must attend in order to complete their probationary period, and for them to be classed, on an on-going basis, as fully trained and competent.
  - Issue of safety equipment (when provided by SAC) e.g. lab coats, overalls, safety hats, high visibility vests, etc.
  - Guidelines for staff required to work alone.
  - A tour of the building in which the new staff member will be based. This must cover the location of fire exits and fire extinguishers, mustering points, and procedures to be followed to ensure the safety of the individual, colleagues and visitors (internal and external).
  - Procedures to be followed in the event of an emergency (real or perceived) e.g. fire, flood, terrorist threat, key contacts
  - Recording of Health and Safety issues e.g. accidents, risk updates, etc.
  - Smoking policy.
  - First Aid e.g. identification of the local staff member qualified to administer first aid.

### **Ongoing Induction**

- As an employee continues their career within SAC it is important that they receive SAC briefing sessions from line managers, to keep fully up to date with the workings of SAC. Additionally whenever an employee changes job, is transferred to another division/group or gains promotion it may be necessary to receive some level of local induction delivered by the line manager.

### **PERSONAL DEVELOPMENT PLANNING**

Personal Development Plans (PDPs) should be completed by all SAC staff, as they provide a formal method of recording training and development needs for a defined period e.g. the reporting

year. As well as establishing needs, PDPs allow both employee and line manager to agree on the overall purpose and objectives for the training, linked to the business plan, agree on the best method and agree on target dates for completion and review.

A Personal Development Plan identifying the training requirements of individual staff members should be prepared yearly in consultation with the member of staff's line manager. This should be reviewed and if necessary updated at regular intervals throughout the year. Full guidance on PDPs can be found on the staff Intranet.

### **Identifying Training Needs for PDPs**

- There are a number of factors that drive the need for training, such as;
  - Changes to and new legislation
  - Quality Assurance procedures
  - Organisational change
  - Introduction of new technology and equipment
  - Continuing Professional Development standards
  - Divisional business plan objectives
  - Transfer/promotion to new post or role within division/group changes
  - New member of staff recruited
- Appropriate actions to ensure that the training needs generated by these different drivers are met, should be recorded on individual on-line PDPs.
- For further information on identifying training needs go to the staff Intranet.

### **Training Records**

- Each member of staff will generate an individual training file, for which they are responsible.
- Each training file should contain:
  - an assessment of training needs recorded on their on-line Personal Development Plan
  - personal Job Objectives Plan – clearly defining responsibilities and objectives to assist with identifying what training is required
  - copies of any course certificates, qualifications obtained etc
  - a training and development record listing training activities that have been attended (a template can be located on the staff Intranet)
- Each member of staff will ensure that his or her training file is updated as training needs are identified, or training is completed. The line manager will formally review training needs with each staff member, at least annually.
- Individuals and their line managers are responsible for ensuring that recorded training needs are prioritised and actioned.
- The staff training and development manager will maintain a database of the training and development activities requested on individual PDPs, where they relate to personal development and IT related training needs. The SAP HR training and Events module will maintain a record of all corporate personal development and IT events that are delivered internally, with a list of participants.

### **MANAGEMENT & PERSONAL DEVELOPMENT TRAINING**

- A programme of management and personal development courses including customer care, stress management, train the trainer, IT skills are on offer throughout the year. All forthcoming courses will be advertised to all staff via the e-mail system.
- The current programme of courses is available on the staff Intranet, any additional courses will be added to it when available.
- All staff will be eligible to attend these courses, no fee will be levied but a charge will be levied on the respective department for an unreasonable, late cancellation. Individual profit centres should however, meet any related travel and/or subsistence costs.
- A copy of the IT and personal Development Courses for the current year can be found at on the Intranet (under sub-section entitled training and development).

### **JOB SPECIFIC TRAINING**

- The line manager will ensure that all members of staff are trained in all applicable work tasks and that updated training records are included in the employees training file.
- Any refresher training required will be assessed as part of an employee's Personal Development Plan.

### **SPONSORED EDUCATION (FURTHER & HIGHER EDUCATION)**

- SAC will encourage all staff to improve their skills and knowledge, through participation in evening, part-time or distance learning study courses. Staff via their line managers will be encouraged to submit a case for Sponsored Education to their Line Manager. The benefits to SAC and the individual must be clearly shown.
- If agreed SAC will pay 100% of course fees and will allow reasonable time off for study leave if required for occasional day-time tutorials, pre-examination revision and examinations. Applications for special leave for study should be made to line managers, who should endorse each application with his recommendation and forward it to Human Resources. Please refer to Sponsored Education Policy for further details.

### **TRAINING BUDGET**

- The corporate training budget will be used to support the management and personal development programme. It is probable that in any year more training needs may be identified than can be fulfilled immediately due to finite monetary resource. In some instances it may be possible that divisional/group training and development budgets may be able to meet the costs.
- Job specific, continuing professional development, health & safety training and higher education funding should be supported by divisional training budgets.

### **ATTENDANCE ON COURSES**

- It is recognised that the ability to release people from their jobs without impacting on the running of the business can on occasion be problematic. However, all managers will be encouraged to both attend courses and release their staff for training. Wherever possible, internal SAC courses will be held at times most suitable for staff and as much advance notice as possible of course dates will be given.

### **HEALTH AND SAFETY TRAINING**

- It is the policy of SAC that all reasonably practicable measures are taken to ensure the health, safety, and welfare of employees, students, visitors and members of the public whilst on SAC premises or engaged on SAC duties. Health and safety is a primary objective of the Division and it will ensure that as far as is practicable adequate resources will be available to implement this policy.
- Health & Safety training requirements should be recorded on Personal Development Plans. A copy of all requests will be forwarded to the Health & Safety Manager to action.

### **CONTINUING PROFESSIONAL DEVELOPMENT**

- Continuing Professional Development (CPD) is systematic, self-directed learning that should be a normal part of how individuals plan and manage working life. Keeping up to date and developing new skills will be critical to individuals ability to respond to the changing environment and his/her role in the organisation. SAC, where practicable, will support CPD events through the relevant group training budget.
- Any continuing professional development training requirements should be agreed with line managers and recorded on Personal Development Plans. Managers should ensure that any such events are relevant to the job holders role and will have a positive impact upon their performance.
- A **post** training interview should be arranged between line manager and employee to discuss the value of the event. An action plan for transfer of learning back to the workplace can be agreed and any potential barriers explored.

### **RESPONSIBILITIES**

The responsibility for developing the skills and knowledge of individuals does not rest with any one individual. It is shared with the individual who should actively develop him/herself, the managers who provide support to staff members and Human Resources who should provide appropriate opportunities for staff to learn and develop.

### **Managers**

- Ensure they are familiar with SAC Training Policy and their role
- Take a responsibility for staff training – assessment of needs, reviews
- Agree job descriptions, performance objectives with staff
- Agree Personal Development Plans with staff and review at least annually
- Ensure staff members are trained in all applicable work tasks
- Support staff – encourage learning, allow time off
- Provide feedback
- Provide opportunities to apply learning
- Conduct pre and post training activity interviews

### **Staff**

- Be aware of SAC Training Policy
- Complete a Personal Development Plan and agree with line manager
- Generate and maintain an individual training record
- Acquire new knowledge and learn new skills where necessary to improve performance
- Apply new skills, knowledge, attitudes to job
- Share new skills, knowledge with others
- Reflect on their learning
- Identify own potential and ambition
- Ensure that all training and development needs are actioned

### **Staff L&D Business Partner**

- Prepare and monitor staff training and development strategy
- Provide advice and guidance to all staff on training issues
- Provide appropriate learning opportunities
- Develop own practice
- Make appropriate training decisions about TNA, planning, design, implementation and delivery
- Evaluate effectiveness of training solutions

### **IMPACT ASSESSMENT**

This policy has been reviewed in accordance with Equalities Legislation on race, disability, age, gender, sexual orientation and gender identity, religion, faith and belief.

### **POLICY REVIEW AND ASSESSMENT**

This Policy may be amended by SAC at any time in order to take into account changes in legislation and best practice.

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Advice and guidance on the operation of this policy is available. For further information and advice on the implementation of the policy, or if this publication is required in an alternative format (for example, large type or electronically) please contact the Human Resources Group (tel: 0131 535 4477 or email: [humanresources@sac.co.uk](mailto:humanresources@sac.co.uk))

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