

# Employee Training & Development Policy

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## **Employee Training and Development Policy**

tusp is fully committed to promoting an environment of structured and systematic training, learning and continuing professional development of all its employees to enable them to perform their duties effectively and efficiently. It recognises this is essential to providing a high quality service which meets the needs and expectations of clients, stakeholders and Associates. This will also be provided to enable employees to acquire the skills, knowledge and related qualifications and to develop their potential to meet its future human resources needs. In line with the values of integrity, impartiality, fairness and best practice, this policy provides the guidelines on types of learning, training and criteria process for applying for courses and study leave.

### **Training and Development Strategy**

This policy is a strategic framework designed to serve as a guide and shall be executed and administered in all departments at tusp.

Training and development plans and programmes for all job levels shall support tusp strategies, action plans, human resources planning process, as well as any other present and future training and development needs.

All training and development initiatives shall be properly planned, programmed and recorded, and the results reviewed to determine how training methods can be improved and how maximum benefit can be obtained from resources devoted to training and development. This includes a systematic and cost-effective training and development approach, consisting of externally developed and presented, as well as in-house training and development programmes.

In respect of all training and development activities, the following shall apply:

A structured approach to determine training and development needs; cost-effective procurement and/or development training courses or programmes based on evaluated interims of criteria laid down from time to time;

Attendance and/or presentation of training programmes according to training planning schedule;

The evaluation of training in terms of trainee reaction, learning, practical application, and results achieved;

Annual reporting on training interventions

Similarly, a continuous programme of staff training shall be planned and implemented whenever it is deemed expedient.

The Heads of Department shall provide advice and assistance on training activities, and they will be responsible for administrative and operative co-ordination of the training process and programmes.

Departmental training schedule based on the assessment of individual and tusp training needs will be drawn up annually to take full account of the human resources needs of various departments and shall include budgetary provisions.

Training and development shall commence with the initial appointment of new employees and continue as long as the employees are employed with tusp. Existing employees shall be drawn into the training process in accordance with priorities established by way of a structured analysis of training needs.

All training must be work-related and the results measurable against pre-determined objectives, these results, where possible, are to be expressed in cost benefits.

## **Induction**

Every new employee, regardless of function or department/section, shall receive systematic induction training, which will enable the newly employed to become fully oriented in their respective jobs in the shortest possible time. Every new employee will receive induction about tusp from the line manager, Department/Sectional head or a delegated senior person, and his/her supervisor within 1 month; starting from the day she or he assumes duties.

## **In-service Training**

The objective of in-service training is to impart skills, knowledge and to modify attitude of an employee or officer in the work place in order to improve her/his competency.

A staff member, being trained at her/his workplace, shall not be entitled to compensation in respect of travelling and/or subsistence costs.

A staff member, who received training at a place other than her/his workplace, will be entitled to travelling and subsistence costs in accordance with the tariffs and conditions

applicable, provided that should it be more advantageous to the business for the staff member to travel between her/his place of residence and the training venue daily, arrangements will be made accordingly.

If a staff member of tusp attends external courses, workshops or seminars that are not presented by tusp, the prevailing traveling and subsistence tariffs as applicable to the individual concerned, shall be paid in accordance with the standard procedure in this regard.

If tusp arranges training and development activities that are exclusively intended for tusp employees, any travelling and subsistence costs that might result from that shall be settled directly by tusp.

## **Staff Appraisals**

The appraisal is a formal event happening each year, but there should be several regular, informal conversations between manager and employee in the interim. These should be at least weekly and monthly where needs are identified. All meetings must be agreed in advance. It's important for the success of the business that appraisals are conducted with an eye on the bigger picture. The objectives set for the individual must match up to those of the team, which in turn must tally with those of the whole business.

Create the right atmosphere. A successful meeting depends on creating an informal environment in which a full, frank but friendly exchange of views can take place. It is best to start with a fairly general discussion before getting into any detail.

Work to a clear structure. The meeting should be planned to cover all points identified during preparation with time allowed for individuals to fully express their views.

Use positive feedback. Where possible, reviewers should begin with praise for some specific achievement, but this should be sincere and deserved. Praise helps people to relax – everyone needs encouragement and appreciation.

Let the employee do the talking. This enables them to get things off their chest and helps them to feel that they are getting a fair hearing. Use open questions to encourage people to be expansive.

Invite self-appraisal. This is to see how things look from the employees point of view and to provide a basis for discussion many people underestimate themselves.

Performance not personality. Always refer to actual events, behaviour and results.

Encourage analysis of performance. Do not just hand out praise or blame. Analysis jointly and objectively why things went well or badly and what can be done to maintain a high standard in the future.

Don't deliver unexpected criticisms. Feedback on performance should be immediate. It should not wait until the end of the year. The purpose of the formal review is to reflect briefly on experiences during the review period and to look ahead.

Agree measurable objectives and a plan of action. The aim should be to end the review meeting on a positive note.

## **Study and Examination Leave**

A framework designed to afford the personnel of tusp the opportunity to develop themselves in a formally structured way on the basis of identified requirements in the interest of tusp, in order to be able to cope satisfactorily with present and future allocated duties.

Officials who wish to undertake a study course towards obtaining a work related qualification; a degree or equivalent qualification must first obtain approval from the line manager.

Study leave with full pay on the basis of one-day study leave for every day on which the employee has to sit for an examination may be granted, provided that in the opinion of the line manager.

It has the object to better equip the employee concerned for a career in tusp

Is in a field of study which is in full or in a part interest of tusp

Study leave with full pay equal to the number of days in which she/he sits for an examination may be granted to the employee to enable her/him to prepare herself or himself for the examination.

In all the above cases, an examination time-table must be submitted to the line manager at least 3 weeks prior to writing of first paper, or 1 month if the period of absence will be more than 2 weeks, unless there are factors beyond the staff members control, for example, late issue of timetable by the institution.

An employee who studies part-time or by means of correspondence at a recognised educational institution and who, as a result of her/his studies, is required to be absent from her/his place of work, may be released from duty and be granted a study leave on full pay on the basis of one-day study leave on full pay every day of vacation level taken.

Thus she/he shall take half of the days as vacation leave, and the remaining half will be granted to her/his as study leave with tusp approval 50/50 basis.

Signed:

Managing Director

Date:

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