



Staff Training and Development Policy

Introduction

The Directors of Northern Management Development Ltd acknowledge that its staff or associates are its most valuable resource, and it is committed to investment in their training and development. The purpose of this investment is,

'... to develop and train staff in order to achieve personal and business objectives whilst at the same time ensuring the full utilisation of the knowledge and skill of employees'

The Organisation's policy for staff training and development is set out under the headings of (1) objectives (2) principles (3) responsibilities (4) mechanisms and (5) evaluation and review.

Objectives

The objectives of the policy are:

- (i) to enable staff to acquire the knowledge and skills to enable them to perform effectively in their current roles
- (ii) to enable staff to enhance their performance in their current roles
- (iii) to enable staff to respond effectively to the demands placed upon them by internal and external change and development
- (iv) to enable staff to develop their careers

Principles

In meeting these objectives, NMD Ltd seeks to apply the following principles:

- (i) that all staff and associates should have access to appropriate opportunities for initial professional development in their jobs, in accordance with the organisations equal opportunities policy
- (ii) that all staff and associates should have access to appropriate opportunities for continuing professional development in their jobs, in accordance with the organisations equal opportunities policy
- (iii) that the training and development opportunities provided should be relevant to the needs of staff and associates



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- (iv) that the training and development opportunities provided should be of appropriate quality

Responsibilities

Individuals are responsible for:

- (i) reflecting at regular intervals upon their jobs and future career aspirations and identifying their needs for training and development
- (ii) discussing these with the Directors during their Performance and Development Review Meetings with a view to establishing priorities in relation to their personal and the business objectives
- (iii) in conjunction with the above, identifying appropriate opportunities for staff training and development
- (iv) taking full advantage of such opportunities
- (v) applying newly-developed knowledge and skills to their work

The Directors take responsibility for:

- (i) ensuring that individuals have the opportunity at regular intervals, including their Performance and Development Review meetings to discuss their training and development needs
- (ii) establishing priorities in relation to personal and business priorities and making appropriate provision to meet them within the resources available
- (iii) regularly considering the development and training needs which will assist individuals to respond effectively to internal or external changes
- (iv) in conjunction with staff identifying appropriate opportunities for training and development
- (v) where appropriate, approving attendance at relevant staff training and development activities and making appropriate provision for the release of individuals from their duties
- (vi) ensuring equal opportunities in access to training and development is in accordance with the organisations Equal Opportunities Policy.



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Mechanisms

(i) **NMD Ltd Induction**

An appropriate induction programme is provided for all new staff and associates within six weeks of their initial appointment.

(ii) **Performance & Development Review (PDR)**

Staff training and development needs identified through PDR will result in an investigation of how this need can be met, further discussion will establish the necessary advice and support on how to facilitate the training.

(iii) **Continuing Professional Development**

In addition to local training and development staff and associates are eligible to attend a series of work related and relevant workshops which are provided by the organisation each year. Professionally qualified staff are also encouraged to maintain and improve their skills and knowledge by attending relevant continuous professional development workshops. Where specific in-house training and development activities are not available or appropriate, other solutions are explored e.g. external courses, coaching, mentoring, open learning etc.

Evaluation and Review

- (i) the Directors evaluate all training and development activities which are delivered or administered. They will consider:
 - (a) reviewing the relevance of staff training and development activities
 - (b) reviewing the quality of staff training and development activities