

Training, Learning and Development Policy

1. Purpose

The purpose of this policy is to ensure training, learning and development opportunities are provided in a fair and transparent manner, this policy provides some guidance in balancing organisation needs and available resources.

2. Scope

This policy applies to:

- All offices based employees

3. Policy Statement

RedR recognises our success centres upon the success of our people. The capabilities of our workforce are critical in ensuring we continue to meet our vision and mission. Our aim is to ensure the personal / professional development of our people meet current and future organisation needs. As part of the Performance, Development and Review process, employees and managers will have the opportunity to identify capability development required for their roles and professional growth needs / interests on a continuous basis.

4. Principles

4.1 Eligibility

To be eligible to apply to a training course, all of the below criteria must have been satisfied. The employee must;

- Successfully completed probation
- Have at least 6 months of ongoing contract from the date of completing the course
- Training forms part of the employee's learning and development plan
- Be the employee's first attempt at completing the training in request
- Demonstrated satisfactory performance and behaviours in the workplace

5. Procedures

5.1 Study leave

For approved educational courses, employees may apply for study leave as outlined under RedR Staff Terms and Conditions. Employees and managers should discuss key dates each semester and plan in advance to avoid impact to an employee's work and study commitments. Discussions may include flexibility with working hours to attend lectures and tutorials with minimal impact to RedR operations.

5.2 Non-attendance / Cancellation

Where a participant has booked into a training course and then fails or can no longer attend without reasonable cause, they may be requested to reimburse any costs incurred. Early notification to HR is encouraged.

5.3 Leaving RedR

If an employee leaves RedR whilst undertaking a course for which they have been approved for they will not be eligible to claim any expenses for that course. RedR may also seek reimbursement from employees that leave or is terminated by RedR for unsatisfactory performance or misconduct, within 12 months of completing a funded learning activity.

5.4 Professional Memberships

Membership and participation in Professional Bodies provides a range of networking and professional development opportunities to employees in the form of industry updates, newsletters and seminars. RedR may consider covering costs for professional memberships with the following criteria:

- Operational needs
- Costs of the membership
- Relevance to the industry specialisation
- Relevance to the role
- Plan for sharing the knowledge gained with other RedR employees

5.5 Determining learning and development needs

Training, Learning and Development opportunities are to be identified through the performance management process and/or through organisation training needs analysis. Learning and development needs may fall under the broad categories of:

- Organisational – relating to the sector and/or working effectively together
- Technical/professional – role and/or function specific
- Leadership – developing our managers and next leaders
- Health Safety Representatives - compulsory training eg. Apply First Aid, Fire Warden
- Compliance

5.6 Developing learning and development programs

RedR recognises learning can occur through informal and formal pathways. As such, employees and managers are encouraged to seek appropriate learning experiences. Research undertaken by Lombardo and Eichinger¹ (see Appendix 1) about the most effective development suggests that:

- 10% of learning is from formal training events alone
- 20% of learning is affected through working with a coach and/or mentor or more experienced colleagues
- 70% of learning happens informally through on-the-job and off-the-job interactions

¹ *Lombardo and Eichinger 2003, Leadership Machine*

5.7 Approval

All requests to participate in training must be approved in advance by an employee’s manager, director and HR. Any direct costs of training will be reviewed and checked against the employee training budget.

Approval of courses will take into consideration:

- The employee’s role and job requirements
- The alignment of the course to business objective
- The future role potential of the employee
- The employee is demonstrating satisfactory performance and behaviours in the workplace
- Cost of the training and financial position of the organisation
- That other options for training were considered

If the training request has not been approved, the employee will be notified and conversations may continue in determining the best pathway to meet the desired outcome. Employees may access the grievance process if they believe this policy has not been applied fairly.

5.8 Evaluation

As part of the continuous improvement process, employees will be requested to complete the Training Evaluation after the attendance of each training program.

5.9 Recording

Upon attendance to a training program, employees are required to forward their certificate of attendance or evidence of completion to HR. HR will update staff training records.

6. Responsibilities & Reporting

6.1 Compliance, monitoring and review

The RedR HR manager is responsible for ensuring the policy:

- Aligns with relevant legislation, government policy and/or Red requirements/strategies/values,
- Is implemented and monitored, and
- Is reviewed to evaluate its continuing effectiveness

7. Definitions

Learning and Development	Learning and development involved the continual improvement of individual and collective capabilities within RedR to develop the organisations capability to achieve current and future objectives.
Capability	Capability incorporates the skills, knowledge and attitudes that a person brings to their work. It includes technical, business, personal and professional expertise which can be developed through formal and informal learning.

8. Related policy and documents

This policy should also be read in conjunction with the following policies:

- RedR Staff Terms and Condition – Office Employees
- Performance, Development and Appraisal Policy
- Equal, Anti-Discrimination, Anti-Harassment, and Bullying Policy
- Grievance Policy
- Code of Conduct

9. Document control

Reviewed by:	P&C Director
Approved by:	CEO
Review date:	4 th July 2018
Next review:	5 th July 2020
Distribution:	Internal
Version number	1.0

Appendix 1

