

Author :	Carole O'Neil
Approved By :	
Date :	July 2010
Revision :	HR Policy - 005 Training & Development Revision 3

Scope of Policy

Cundall is committed to supporting all of its staff in developing their careers, helping them to fulfil their potential and ensuring they get as much out of working life as they possibly can. The Company's Training & Development Policy is based on the following principles:-

- The Company thinks of its workforce as an asset, as well as a cost, and believes that it should invest in that asset.
- The Company believes that all its employees have the potential to grow, both in their work role and personally, and that it should provide opportunities for this growth.
- The Company's investment in training and development opportunities should seek to support the achievement of business goals, and will be directed accordingly.
- The Company will support individuals in their personal and professional development, but expects employees to share in the responsibility for this.
- The Company will ensure that appropriate procedures are in place to plan, deliver and evaluation and training and development activity.
- The Company believes that line managers have a key role to play in people development.
- The Company works within recognised good practice guidelines, including the national Investors in People standard and the training frameworks provided by relevant professional institutions to ensure that the both the quality and the quantity of its training and development is relevant and appropriate.
- The company regularly reviews its overall level of investment in staff training and development to ensure that adequate and appropriate resources are provided.
- The Company is committed to equality of opportunity in its training and development activities and elsewhere, and believes that decisions relating to training and development should be made fairly, consistently and without reference to race, gender, disability, nationality, religion, age, sexual orientation, family status or any other irrelevant factor.

Training & Development Activity

The Company provides a range of training and development opportunities for staff. These fall into four broad categories:- :-

- **Technical training.** This includes internal and external courses providing technical and/or specialist training relating to the skills that employees require for their job.
- **Skills training.** This includes internal and external courses on "soft" skills relevant to employees' roles. Examples include presentation skills, negotiation skills, report-writing skills. This category also includes management and leadership development programmes.
- **Training leading to a professional or academic qualification.** Where the achievement of a professional or academic qualification is relevant to an employee's role and the needs of the business, the Company may provide financial and/or study leave support. Details of the Company's policy in relation to this kind of training can be found in the Study Support Policy in the Employee Handbook.

- **Health and safety training.** This includes courses in manual handling, risk assessment, fire safety and first aid.

CPD (Continuing Professional Development)

Most of the activities outlined above will count towards employees Continuing Professional Development. As well as ensuring compliance with the requirements of relevant professional bodies, the proper planning, doing and recording of CPD helps employees to:-

- Demonstrate commitment to your chosen profession and evidence of continued and improving competence.
- Maintain a record of training and development activities for use in preparing for appraisals and in planning future development activities.

As well as the formal, structured activities outlined above, CPD can consist of less structured activities, including serving on committees or technical panels, on-the-job research, experience of new and extended technologies and/or reading of books/journals/periodicals that lead to a significant expansion of your knowledge base. Employees' CPD records should contain details of both structured and unstructured CPD activity.

CPD Hours

Cundall consider that, in line with the requirements of major institutions (ICE, IStructE, CIBSE etc), all staff should complete a minimum of 30 hours of CPD every year.

Annual Appraisals

The Company's appraisal process is designed to facilitate a constructive, two-way discussion between employees and their line managers, and is a key element of the personal development planning process. The annual appraisal should complement and not replace ongoing informal discussions about performance and development throughout the year.

Appraisals take place annually, between March and June, and focus on past performance, future objectives and development needs. In considering development needs, employees and line managers should think about what knowledge and skills are needed to perform the employee's current role, but also about what new knowledge and skills they may need to acquire to achieve the objectives agreed at the appraisal and/or prepare for career development as appropriate.

Employees are expected to take responsibility for arranging their annual appraisal, and should submit a part-completed appraisal form to their line manager at least two weeks before the meeting. Line managers should record the discussion on the appraisal form during or immediately after the meeting. The completed form should then be signed by both the employee and their line manager, copies retained by each and the original returned to the HR Department,

Responsibility for Training

In line with the Company's expectation that employees share in the responsibility for their own development, it is the responsibility of all staff to ensure that they comply with the CPD requirements of their own professional institution(s) each year.

It is not expected that all CPD will be completed within work time. Where lunchtime seminars are arranged, lunch will be provided and employees are required to record time on their timesheets as follows:

- the first half hour of the seminar is their "lunch break";

- the second half hour is their own time;
- any time beyond this is “training”

Where an employee attends a training course outside the office which requires travel, they may claim 7.5 hours of “training” time. Any travelling time beyond this will **not** accrue as flexi-time or overtime.

Evaluation of Training

The Company believes that it is critical to the success of both the planning and delivery of training and development activities that the resources invested are monitored and the outcomes achieved are measured. Employees and managers will therefore be asked to participate in the evaluation of training and development in a variety of ways, and the Company will use its evaluation findings to inform the planning of future investment in staff training and development.