



Learning and Development Policy for Employees

Version 1.0

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Policy Approver	Administration Board	Effective Date	01/01/2020		

1 Purpose

- 1.1** This policy sets out how the Institute for Education (IfE) will manage learning and development in a consistent and fair manner. IfE believes everyone's performance to be critical in building and maintaining a high knowledge organisation.

2 Scope

- 2.1** This policy applies to full timers on a substantive contract or fixed term contract and to associated persons such as secondees. Only essential training necessary for fulfilling job criteria will be considered during a staff member's probationary period. This policy does not cover academic programmes.

3 Policy statement

- 3.1** All full-time contracted employees are entitled to:
- equal opportunities in all aspects of their development;
 - an induction into their job, their team and the organisation;
 - an explanation of the direction and the objectives of the organisation;
 - clear and measurable objectives for their performance at work;
 - a yearly review of their performance;
 - a manager who is committed to staff development;
 - coaching to enhance learning, development and career progression

4 Objectives of learning and development

- 4.1** All learning and development activities have clearly stated learning objectives and the primary objective of those activities within IfE is to:
- support the organisation in achieving its corporate plan;
 - support the employee's skill development to enable effectiveness and satisfaction in their role;
 - support the development of employees to enable professional development;
 - reflect the learning objectives stated in the individual's performance appraisal, training requirement plan;
 - support IfE - by providing:
 - opportunities to develop and learn and;
 - support and coaching from colleagues and managers.

5 Line management and individual roles and responsibilities

5.1 The Senior Management Team bears the primary responsibility for implementing this learning and development policy, by ensuring staff are given the necessary opportunities to undertake appropriate learning and development activities. Managers and staff should discuss, agree and evaluate learning and development interventions as follows:

Organisational Level	Team Level	Individual Level
<p>Role of line manager</p> <ul style="list-style-type: none"> • Proactively helping in developing and delivering IfE's business plan through skilled and knowledgeable staff • Ensure all development links to achievement of corporate plan • Act as role model • Provide opportunities to develop and learn 	<ul style="list-style-type: none"> • Identify and analyse departmental development needs • Provide opportunities to develop and learn • Evaluate the effectiveness of staff development approach • Act as coach for the team • Act as role model 	<ul style="list-style-type: none"> • Recommend /authorize staff development opportunities • Arrange and attend the pre and post course development meetings to discuss achievement of learning objectives and transfer /application of knowledge, skill or behaviour into the workplace • Provide on going coaching
<p>Role of Individual</p> <ul style="list-style-type: none"> • Develop in line with Performance Appraisal Plan • Live the spirit of IfE by demonstrating ownership of professional development and willingness to develop and learn 	<ul style="list-style-type: none"> • Transfer new skill, knowledge or behavior into the workplace in appropriate way and timescale • Share knowledge and skill with others 	<ul style="list-style-type: none"> • Identify development needs • Proactively seek opportunities to upgrade knowledge, skills and behaviours required in current position • Ensure pre and post course development meetings with manager are booked and attended • Evaluate effectiveness of learning and development

6 Solutions

6.1 Most effective learning happens at work. Consequently, IfE is committed to supporting a wide range of learning methods including coaching, e-learning, secondments and

project work. Traditional solutions such as training courses, seminars, workshops and conferences will also be made available.

7 Funding and budgets

7.1 A central budget is held by Finance for all Learning and Organisational Development activities. All purchase orders and invoices relating to such activities are raised and submitted by the HR manager. Each activity is recorded to ensure that, each employee is receiving a fair share of development investment throughout the year.

7.2 What will be funded?

- Activities and programmes designed to meet organisational needs will be 100% funded both in terms of fees and time off work to attend workshops, seminars and exams;
- 100% financial support will be provided for the individual undertaking professional studies linked to agreed Performance Appraisal Plans. For example professional qualification that will enhance organisational and individual performance;
- activities assisting with required Continuous Professional Development;

7.3 What will not be funded?

- activities and programmes that do not link with an agreed Performance Appraisal
- activities and programmes that do not proactively help in developing and delivering IfE's corporate plan
- activities and programmes leading to academic qualifications which fall under the Higher Education Sponsorship policy

7.4 In other cases where activities have been desirable but not essential, but have some mutual benefit to the individual and the organisation, the following applies:

- 100% of costs repaid if leaving the organisation within 3 months of completing the activity
- 75% of costs repaid if leaving the organisation within 6 months of completing the activity

- A letter of undertaking will be signed stating the conditions agreed to by the two parties.

7.5 The following provisions will be made:

- time off to attend workshops or face to face sessions will be given if the learning activity is to meet an organisational and essential need. This must be discussed and agreed by the line manager;
- payment for re sits of professional/formal exams will be paid for by the member of staff. It is essential that any exam results are forwarded to HR both to ensure continued sponsorship and to update relevant training records.
- a letter of undertaking will be signed by IFE employees who agrees to deliver/present information gained from the training received within 4 weeks from the conclusion of the event attended or at any time required by IFE. Any course literature derived from the event must be shared with other employees at the IfE.
- activities and programmes forming part of Learning & Development for IfE staff will not be required to sign a binding agreement letter.

8 Version history

Originator	Version	Date	Changes Done
HR Department	1.0	01/01/2020	Initial Release