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Training and Development Policy

STC Higher Education is committed to create a culture of learning by offering suitable training development opportunities to all staff members equally. This policy describes the channels and procedures through which training plans are carried.

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1. POLICY

STC Higher Education is committed to create a culture of learning for any individual whose aim is to improve/expand its own skills by offering suitable training development opportunities.

2. OBJECTIVE

To ensure that STC Higher Education has people with the appropriate knowledge, skills and behaviours to meet its business objectives in long term and to allow individuals to achieve their potential and career aspirations.

3. AIMS

- To equip people with the technical skills required.
- To provide leadership and management development to all managers within the company.
- To identify the development needs of STC Higher Education and those of individuals and balance the two.
- To ensure that development needs are identified as part of the business planning process and reviewed regularly.
- To promote the use of the full range of development opportunities, ensuring that where a formal course is chosen it is the most appropriate solution.
- To ensure equality of access to all development opportunities.
- To provide career development for all.
- To provide personal and tailored consultancy services to help individuals and teams meet their needs.
- To ensure the appropriate skills are in place to deliver the business strategy

All STC Higher Education employees have the right to expect their careers to be developed and Line Managers have a key role in ensuring that individuals receive the support and practical help required to meet their aspirations. There will always be a balance between meeting day-to-day business requirements and allowing individuals the scope to develop more widely and Line Managers are accountable for achieving this.

4. PROCEDURES

4.1 Identifying needs

4.1.1 Individual

When individuals work objectives have been agreed they should, with their Line Manager, then consider the development needs to enable them to meet those work objectives. At the same time individuals should consider their longer-term career aspirations and identify the development needs arising from these. These should always be discussed with the Line Manager who will need to consider the needs of the whole team and operational requirements before agreeing. The Line Manager is then to discuss these needs with the HR Manager who is responsible for seeing to the training needs of all employees.

4.1.2 Team

Teams in need of training and development within a department should be identified by heads of departments and notified directly to the Hr Manager.

4.1.3 Organisational

These may arise as the result of new legislation, the introduction of new policies or procedures etc or as a general need identified by management. When such a need is identified and training is approved of, the HR Manager is to be notified so that the necessary logistical arrangements will be made. Other needs may be identified throughout the year as a result of specific interventions. Again, the HR Manager should be advised

at the earliest opportunity to allow for resources to be made available and the appropriate planning to take place.

4.2 Meeting needs

4.2.1 Individual

Once a training need of an individual is identified, the HR Manager will contact the Line Manager to discuss the detail of the need and how that need might best be met. Before undertaking any development opportunity, the individual needs to set specific learning objectives. This should take place in a discussion with the Line Manager to determine precisely what is to be gained in terms of knowledge, skills and behaviour from the training to be provided.

4.2.2 Team

Again, the HR Manager will support Line Managers in carrying out a training needs analysis and identifying the most appropriate solution. Wherever possible they will provide a tailored solution to the need identified.

4.2.3 Organisational

Once a broad need has been identified a more specific training needs analysis will be carried out by the HR department. This will enable it to specify the requirement and determine the most appropriate way of meeting the needs.

4.3 Evaluation

Learning must contribute to both business success and personal development and overarching this is the need to ensure that STC Higher Education achieves targeted objectives. For these reasons there must a robust process of evaluation in place. All development activity will be evaluated.

5. ROLES AND RESPONSIBILITIES

5.1 Individual

The prime responsibility for identifying training and development needs and co-ordinating the process of addressing those needs is that of the individual with their Line Manager. It is also the individual's responsibility and duty to attend obligatory training programmes organised by STC Higher Education. STC Higher Education pays for all obligatory training programmes including the individual's salary whilst attending such programme. Participation in no obligatory training will always remain the employee's prerogative, however once the employee commits himself/herself to attending such a programme, he/she should honour such a commitment. The employee who happens to be off duty whilst attending such optional training programmes will not be paid for attending such sessions.

5.2 Line Manager

The Line Manager is responsible for identifying the training needs of all employees under his/responsibility in conjunction with the individual's Line Manager. It is also the Line Manager's duty to forward the necessary information about such need to the HR Manager. The Line Manager is also responsible for negotiating and allocating a training budget for training programmes of employees under his/her responsibility.

5.3 HR Manager

As the person responsible for training and development within STC Higher Education, the HR Manager is responsible for coordinating both individual and group training and to evaluate the effectiveness of the training programme together with the relevant members of the Senior Management Team and the respective

Line Manager. The HR Manager is also responsible for tapping EU funds and programmes aimed at facilitating training and development of employees.

5.4 Ensuring the needs of the company needs are met

Ultimately decisions as to whether training programmes are having the desired effects lies with the Senior Management Team.

6. EQUAL OPPORTUNITIES AND DIVERSITY

STC Higher Education is committed to ensuring equality of opportunity in the development of its people. If any individual feels they have been denied access to development, they should in the first instance discuss the matter with their line manager. If they remain dissatisfied, then they may discuss the matter further with the HR Manager.

On planning training all efforts should be made to hold training programmes, particularly obligatory courses, within the normal working hours. This will facilitate the employee's participation in view of other family/personal commitments he/she may have. If this is not possible advance notice should be given to the individual so that he/she could make the necessary arrangements.