



# TRAINING AND DEVELOPMENT POLICY

## POLICY BRIEF & PURPOSE

Our **Employee Training and Development policy** refers to the company's learning and development programs and activities.

In the modern competitive environment, employees need to replenish their knowledge and acquire new skills to do their jobs better. This will benefit both them and our organisation. We want them to feel confident about improving efficiency and productivity, as well as finding new ways towards personal development and success.

## SCOPE

This policy applies to all permanent, full-time or part-time, employees of Streetlight UK. Employees with temporary/short-term contracts might attend trainings at their manager's discretion. We also view the training of our volunteers as key to our organisations effectiveness in providing a professional and compassionate service for those we support.

This policy doesn't cover supplementary employees like contractors or consultants.

## POLICY ELEMENTS

Employees, managers and Human Resources (HR) should all collaborate to build a continuous professional development (CPD) culture. It's an employee's responsibility to seek new learning opportunities. It's a manager's responsibility to coach their teams and identify employee development needs. And it's HR's responsibility to facilitate any staff development activities and processes.

## WHAT DO WE MEAN BY TRAINING AND DEVELOPMENT?

In general, we approve and encourage the following training:

- Formal training sessions (individual or corporate)
- Employee Coaching and Mentoring
- Participating in conferences
- External Clinical Supervision
- On-the-job training

- Job shadowing

As part of our learning and development provisions, we can also arrange for subscriptions or educational material, so employees will have access to news, articles and other material that can help them become better at their job. There are two conditions for this:

- Subscription/Material should be job-related
- All relevant fees should not exceed a set limit per person

This list doesn't include software licenses or other tools that are absolutely necessary for employees' jobs.

## **INDIVIDUAL TRAINING PROGRAMS**

Streetlight UK has certain provisions regarding individual training programs. All employees that have worked for the charity more than four months are eligible to participate in external training programs individually or in teams. We will set a budget for each employee at the beginning of a year, which we'll renew annually. Employees can be absent for training for up to 5 days per year.

Employees can choose to attend as many training programs as they want, provided they don't exceed the budget and day limit. If they do, they'll have to use their paid time off (PTO) and pay any extra fees themselves.

Employees may have to bring proof of attendance.

Any employee training that the charity mandates (e.g. due to inadequacies of an employee's performance or changes in their job description) is excluded from the training budget and time limit. The company may take care of the entire cost.

All trainings should consider what employees need and how they can learn best. This is why, we encourage employees and managers to consider multiple training methods like workshops, e-learning, conferences and more.

## **CORPORATE TRAINING PROGRAMS**

We might occasionally engage experts to train our employees. Streetlight UK will cover the entire cost in this case. Examples of this kind of training and development are:

- Equal employment opportunity training
- Diversity training
- Leadership training for managers
- Conflict resolution training for employees

This category also includes training conducted by internal experts and managers. Examples are:

- Training new employees
- Training teams in charity-related issues (e.g. new systems or policy changes)
- Training employees to prepare them for promotions, transfers or new responsibilities.

Employees won't have to pay or use their leave for these types of trainings. Attendance records may be part of the process.

### **OTHER TYPES OF TRAINING**

Both employees and their managers are responsible for continuous learning. Employees should show willingness to improve by asking their managers for direction and advice. Managers should do the same with their own line managers, while encouraging and mentoring their team.

Employees and managers are responsible for finding the best ways to CPD. They can experiment with job rotation, job shadowing and other types of on-the-job training (without disrupting daily operations). We also encourage employees to use their rights for self-paced learning by asking for educational material and access to other resources within allocated budget.

### **GENERAL GUIDELINES:**

- *All eligible employees are covered by this policy without discriminating against rank or protected characteristics.*
- *Managers should evaluate the success of training efforts. They should keep records for reference and better improvement opportunities.*
- *All employee development efforts should respect cost and time limitations, as well as individual and business needs.*
- *Employees should try to make the most out of their trainings by studying and finding ways to apply knowledge to their work.*
- *Employees are encouraged to use up their allocated training budget and time.*

### **PROCEDURE**

This procedure should be followed when employees want to attend external training sessions or conferences:

- Employees (or their team leaders) identify the need for training.
- Employees and team leaders discuss potential training programs or methods and come up with suggestions.

- Employees or team leaders contact HR and briefly present their proposal. They might also have to complete a form.
- HR researches the proposal, with attention to budget and training content.
- HR approves or rejects the proposal. If they reject it, they should provide employees with reasons in writing.
- If an employee decides to drop or cancel a training, they'll have to inform HR immediately. They'll also have to shoulder any cancellation or other fees.
- In cases where training ends with examination, employees are obliged to submit the results. If they don't pass the exam, they can retake it on their own expense.

Generally, Streetlight UK will cover any training fees including registration and examination (one time).

If employees want subscriptions, they should contact HR directly or ask their managers to do so. HR will preferably set up the subscription. In some rare cases, they might give formal approval to employees so they can do it themselves. Once employees make arrangements, they should inform HR of the cost and any other details in writing. Any relevant invoices should also be sent to HR.

HR's responsibilities also include:

- Assessing training needs
- Maintaining budgets and training schedules
- Assisting with learning and development activities and strategies
- Promoting corporate training programs and employee development plans
- Calculating learning and development KPIs whenever possible and decide on improvements