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Learning and development policy sample

A training and development policy needs to translate the organisation's needs and priorities into actionable, value-added, affordable and effective learning solutions. Depending on the size of the organisation and its structure and function, the resulting policy can be either a short or long document. However, at a minimum it should contain the following headings and associated details.

Executive summary – a concise summary of the training and development policy, mainly intended for those who wish to apprise themselves of the main points contained therein

Contact us to discuss your requirements. Policy brief & purpose Our Employee Development company 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 the company. 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 the company. Employees with temporary/short-term contracts might attend trainings at their manager's discretion. 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 employee trainings: Formal training sessions (individual or corporate) Employee Coaching and Mentoring Participating in conferences On-the-job training Job shadowing Job rotation 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 licences or other tools that are absolutely necessary for employees' jobs. Individual training programs The company has certain provisions regarding individual training programs. All employees that have worked for the company 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 10 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 company 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, lectures and more. Corporate training programs We might occasionally engage experts to train our employees. The company 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 company-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 superiors, while encouraging and mentoring their subordinates. 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 HR approves, they will make arrangements for dates, accommodation, reserving places etc. In cases where the company doesn't pay for the training directly, employees will have to pay and send invoices or receipts to HR. HR will approve employee reimbursement according to this information. 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, the company will cover any training fees including registration and examination (one time). They may also cover transportation, accommodation and personal expenses. This is left to HR's discretion. If HR decides to cover these costs, they should make arrangements themselves (e.g. tickets, hotel reservations). Any other covered expense that employees have will be reimbursed, after employees bring all relevant receipts and invoices. 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 Disclaimer: This policy template is meant to provide general guidelines and should be used as a reference. It may not take into account all relevant local, state or federal laws and is not a legal document. Neither the author nor Workable will assume any legal liability that may arise from the use of this policy. Further reading Thank you for using our services. We are a non-profit group that run this service to share documents. We need your help to maintainance and improve this website. To keep our site running, we need your help to cover our server cost (about \$500/m), a small donation will help us a lot. Please help us to share our service with your friends. While an L&D strategy is a statement of intent, detail is needed to provide guidance on how it'll be implemented and who will turn it into practice. To do this many organisations have a separate L&D policy that sets out some broad parameters for accessing L&D resources.

Policy outline Organisations need to decide how evolving organisational, team and individual learning needs are analysed against performance gaps and planned goals. From this analysis, priorities will emerge to address these gaps. These priorities are often set out in a learning policy which details how the strategy will be implemented. Typically, an L&D policy covers: Responsibilities for learning and development. Personal Development Plans. The range of methods used to facilitate learning and development. Access to a range of learning opportunities and resources (both formal and informal). Equality of opportunity in learning and development. Internal and external provision. Booking formal training and enrolling on qualifications. Travel, subsistence and hotels if the learning involves face-to-face interventions carried out elsewhere. Cancellation issues. Evaluation and monitoring of learning and development. The policy needs to be effective for the whole organisation, not just the L&D professionals. It should also be reviewed regularly in line with organisation changes. Performance management and appraisal Using performance management and performance reviews effectively can key to line managers achieving business targets and ensuring their teams have the right level of capability to deliver performance. Individual development needs may be included in appraisal or development reviews and be based on learning goals and personal development plans. Be sure to factor the agility to respond quickly and appropriately to regular manager meetings with staff into the L&D strategy. Resources for learning and development Budgets and resource planning are clearly critical to implement an L&D strategy effectively. Being open minded to what can be achieved with little or no budget is useful. Learning strategies can benefit from harnessing the knowledge that already exists within an organisation. Read our costing and benchmarking learning and development factsheet. What kind of learning methods? Questions that may help determine the nature of learning and development include: What methods and modes of delivery will be used for example, face to face, digital or a blend, formal or informal, coaching and/or mentoring, curated resources? What relationship is there between learning and formal qualifications, for example, is learning be accredited by educational institutions? Are any of the government-backed and regional funding programmes appropriate to meet learning needs within the organisation? What can learners do to enable them to continue applying the learning? Read our learning methods factsheet. Impact, engagement and transfer Given that effective implementation of the L&D strategy is critical to an organisation's success, it's essential to regularly review and assess the use of learning activities. The impact of the strategy and policy must be measured. Deciding how engagement and transfer will be recorded and assessed before the learning takes place is part of any L&D strategy. Find out more in our factsheet on evaluating learning and development. Innovation In mature economies, innovation is critical. Organisations are constantly seeking to innovate and find new solutions to the challenges they face. L&D strategy needs to specifically address innovation and will need an agile, iterative approach with regular reviews to match the changing needs of the business. Fairness and equity The L&D strategy and policy needs to ensure there's no discrimination in accessing learning resources. Some organisations offer extra resources to develop the skills of under-represented groups. Creating an ethically sound L&D strategy will encourage all to engage with learning and is sound business practice. See more on equality issues in our factsheet on inclusion and diversity in the workplace.

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