

Training & Development Process

PURPOSE

The purpose of this process is to ensure that an effective procedure exists for the identification, provision and review of training requirements for each staff member of the Student Affairs Division. The training requirements identified for each individual are based on the individual's competence, qualifications, and experience.

RESPONSIBILITY

Responsibility for this process lies with the Division's Quality Team. All unit heads / line managers within the Division are responsible for implementing the procedure.

PROCEDURE

Training Procedure

1. On starting work within the Division, the new staff member's line manager arranges a [general induction programme](#) for them. The line manager also arranges for the new employee to attend the next available UL centrally-run Induction training day, organised by the [Human Resources Division](#).
2. A [training record](#) is initiated by the line manager for the new member of staff.
3. The line manager and employee discuss what initial on-the-job training and/or formal training is required by the new employee and identify when these can take place. Staff are encouraged to undertake courses outside of their day-to-day work where appropriate and within available resources. Networking and benchmarking activities are also encouraged as part of an individual's training and are recorded on training records.
4. Any training which takes place is recorded on the individual's training record and the staff member comments on the effectiveness of the training that was undertaken. Where certificates are received, these should be copied and attached to the record.
5. Any training undertaken in conjunction with HR is automatically recorded on the staff member's training record on Core Portal.
6. Information on any training undertaken across the Division, and the effectiveness of this training, is discussed at the Quality Review Management meetings.
7. Where specific training is required for health & safety reasons the training record must list the details of such training. Further details on UL health and safety policies and training courses are available from the [Human Resources Division](#).

Performance Development Review System (PDRS)

The [PDRS](#) is a process defined by the UL Human Resource Division to ensure the alignment of team and individual objectives with the University's strategic priorities. The overall focus of the system is on improving performance and enhancing professional / career development.

1. All new members of staff should attend PDRS Reviewee Training and all unit heads / line managers with direct reports should attend PDRS Reviewer training, organised by the Human Resources Division. Such training should be noted on each individual's training record.

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2. Each unit head / line manager carries out a Performance Development Review (PDR) with their staff members, on an annual basis. It is recommended that unit heads / line managers & staff members meet on an on-going informal basis to discuss progress on the key targets as agreed through the PDR.
3. A [PDRS Approved Form](#) is drafted by the staff member and forwarded to their line manager prior to their annual 1-1 PDR meeting. The PDRS form is completed with reference to the Division's Strategic Plan and Unit Key Performance Indicators (KPIs).
4. The initial PDR meeting with a staff member is a planning meeting, agreeing targets, training and development needs and competencies for the coming 12 months. All subsequent annual PDR meetings involve a review of performance against objectives set and identification and agreement of targets and objectives for the year ahead.
5. After the annual PDR meeting, the staff member finalises the PDR form, which is then signed by both the staff member and the line manager.
6. Any formal training and development needs identified through the PDR for the coming year are progressed by the line manager, within available resources, and in conjunction with HR where appropriate. Any training undertaken is subsequently recorded on the individual's training record.

DOCUMENTATION

- [Training record](#)
- [PDRS form](#)

RECORDS

- The unit head / line manager is responsible for retaining staff members' training records. Units are encouraged to hold training records centrally e.g. on Sharepoint.
- Both the line manager and the staff member keep a copy of the staff member's PDRS form.
- The HR Division keeps a central record on Core Portal of all training completed by staff members on courses organised by HR.
- All relevant records are kept in accordance with UL's [Records Management and Retention Policy](#).

PROCESS VERIFICATION

Evaluation of the Training & Development Process effectiveness is carried out using internal and external quality audits. Changes to the process are put in place as required and as appropriate.

REVISION HISTORY

Revision No.	Date	Approved by:	Approval date and meeting	Details of Change	Process Owner
1	Sept '13	Quality Team		<i>Initial Release</i>	Quality Team
2	Jan '14	Quality Team		Inclusion of evaluation of effectiveness of training at Quarterly Quality meeting	Quality Team
3	Oct '17	Quality Team	<i>QT meeting, 01/11/17</i>	Reformatting of process for simplification; Inclusion of networking and benchmarking as recognised training activity; link to training record in SharePoint.	Quality Team

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