****

**Education and Training Policy**

Dainty Little Hands Ltd Out of School Clubs believes that the education, training, and development of its employees is particularly important in relation to:

1. Attracting and maintaining a diverse and representative workforce which is committed and able to meet the demands of providing a quality service, at a competitive cost in a specialised and ever-changing environment.
2. The induction and orientation of new employees.
3. Keeping employees up-to-date and abreast of new equipment, methods, techniques, etc, in relation to their work, and updating skills, knowledge, etc, so as to enable employees to retain and improve their ability, efficiency, motivation, etc.
4. The general development of employees through, e.g., educational courses leading to appropriate professional certification, or non-qualification courses providing advanced knowledge in an appropriate discipline, etc.

Dainty Little Hands Ltd Out of School Clubs will promote and encourage participation in education and training programmes which are designed to meet, or will assist in meeting, the general objectives outlined above, and will select individuals for educational and training programmes on the basis of the needs of the business, individual assessments of need related to the individual’s current skill set and capacity for development. Advice and guidance on all training matters is available from the Support Manager(s).

**Procedure**

The participation in educational and training programmes will either be at the request of Dainty Little Hands Ltd Out of School Clubs or, in some cases, at the request of the employee.

1) Where Dainty Little Hands Ltd Out of School Clubs requests participation in a course, seminar, training programme, etc, and there is a cost involved in participating, then all costs which are appropriate to, and a direct result of participation, will be born by the organisation;

2) Where the employee requests participation in an educational or training course, and attendance is approved, and the organisation agrees to pay for, or contribute to, the cost of the course, then the employee will be asked to complete an undertaking that should they leave, voluntarily, within a specified period of time, after completing the course, then they shall refund all or part of the financial assistance given. See section headed Training Agreements.

3) A form has been designed for this purpose (Training Agreement) and this should be completed after approval of the course, and prior to its commencement.

4) Employees of the organisation holding professional qualifications relevant to their employment are personally accountable for their continuing educational and professional development, and for keeping themselves up-to-date through reading relevant journals, publications, etc.

#### Identification of Training Needs

The Support Manager(s) has responsibility for the development of employees reporting to them. This responsibility embraces the assessment of individual training and development needs and ensuring they are met by:

1. Discussing performance and development needs with the employee on an ongoing basis.
2. Reviews and supervisions.
3. Conducting formal performance appraisals.
4. Agreeing Training and Development Plans for employees.
5. Ensuring that Training and Development Plans are followed through.
6. Ensuring Pre and Post Training Questionnaires are completed.

##### *Following through Training and Development Plans*

When training and development objectives have been discussed with an individual, it is the responsibility of both parties (employee and the Support Managers) to ensure they are followed through.

**Documentation for Completion**

It is important for the organisation to be able to evaluate the effectiveness, benefits, and costs of training. To achieve this, relevant documentation should be completed both prior to and upon completion of training.

**Training Request Form/Pre-Training Questionnaire**

Before an employee embarks on any training it is helpful that they understand what they hope to achieve from it, both from a personal viewpoint and from that of the Support Manager(s). In addition, where financial resources are required, authorisation needs to be obtained from the relevant budget holder.

A Training Request Form should be completed for all types of training. Although the most obvious method of training is an external training course, the form is applicable to all other types of training including in-house training.

The form should be completed by the employee and the Support Manager(s).

### Post Training Evaluation Forms

In order to evaluate the effectiveness of a training event a Post Training Evaluation Form should be completed by the employee. The employee should discuss the form with the Support Manager(s).

### Training Agreements

Dainty Little Hands Ltd Out of School Clubs encourages its employees to develop themselves professionally, academically, and vocationally, and will assist where it is appropriate. However, where an employee requests to undertake a course of study (and it typically is not part of the employee’s current Training and Development Plan, and not directly connected with the employee’s current duties and responsibilities) and this is approved, and financial assistance is requested, they will be required to complete a Training Agreement. Such an Agreement requires the employee to repay all or part of the costs of the training received in certain circumstances, such as early leaving. Training Request Forms, Post Training Evaluation Forms and Training Agreements are available from the Support Manager(s).Completed Forms should be retained on the employee’s personnel file as an employee training record.