



STAFF INDUCTION, LEARNING & DEVELOPMENT POLICY

1.0 INTRODUCTION

1.1 This policy describes our arrangements for:

- ensuring that each new employee receives the appropriate level of induction training following their appointment, to ensure that they can carry out their duties effectively, efficiently and safely;
- the ongoing learning and development of employees to ensure continued high levels of service and performance.

1.2 This policy is supported by separate procedures covering induction, and learning and development.

2.0 INDUCTION

2.1 We recognise the value, both to the individual and to the organisation, of providing each new employee with a comprehensive induction programme which is appropriate to their needs.

2.2 The aim of induction is to:

- assist the new employee to settle in as quickly as possible;
- assist the new employee to become familiar with their new job as quickly and as easily as possible, so that they become integrated and productive members of the organisation;
- foster a positive view of Almond Enterprises in the new employee.

2.3 We acknowledge that induction begins during recruitment and selection, when the job applicant begins to form impressions from the advertising and recruitment material, and that it continues during the interview process.

In following our policy and procedures on Recruitment and Selection, we will therefore aim to ensure that a comprehensive, balanced and accurate view of the organisation is presented, to avoid any misconceptions or misunderstandings arising at an early stage and to assist in matching the best candidate to the post.

2.4 We will ensure that each new employee is given regular opportunities to review their progress and discuss any issues or concerns with their Supervisor or the Manager. For details see the Induction of New Employees procedure.

The employee may also raise any queries or concerns at any time during their induction period, in informal discussion with their Supervisor or the Manager.

2.5 The Manager will be responsible for arranging the induction programme for a new employee. The Chairperson or Company Secretary, in consultation with senior Almond HA staff, will arrange the programme for a new Manager. The programme will be directly related to the duties of the post and will take into account:

- the responsibilities and seniority of the post;
- the hours of work (i.e. full time or part time, permanent or temporary);
- the need to balance assimilating new information with the new employee's need to feel 'useful' and 'be doing something';
- the disadvantages of trying to cover too much detail at once, balanced with the need to complete initial induction within a reasonable time to avoid any difficulties in arranging time off for induction as the employee becomes established in their job;
- the needs of particular groups, for example:
 - a) School leavers - adjusting to the new 'world of work' (routine, discipline managing money, acquiring qualifications etc.);
 - b) Work placement students/long term temp. staff - a modified programme, depending on the length of stay and/or specific duties;
 - c) Graduates - may have high theoretical knowledge but lack practical experience;
 - d) Disabled - may require individually structured induction, plus raising awareness within AEL;
 - e) Ethnic Minorities - we may require to give attention to and/or raise awareness about language, religious or social issues;
 - f) Managers - often see a post in terms of their previous one and require a programme that helps them to identify positively with their new job and role at an early stage;
 - g) Employees returning to work - depending on the length and reason for absence (e.g. maternity leave, long term sickness) may need some planned induction to include updates on developments or changes during their absence.

2.6 During the induction period the Manager will ensure that they meet with the employee at the intervals specified in the procedures. The purpose of such meetings will be to:

- ensure that the employee is clear about their duties and responsibilities, as detailed in their job description, and to clarify any queries;
- monitor the employee's progress during the induction period, ensure that they have covered the required tasks, duties etc. according to the programme to date, and that they are clear about what is expected of them as they progress;
- where necessary, point out any areas where the required standard has not been achieved and set target dates for the required standard to be met, which may include extending the probationary period;
- at the final meeting, advise if the induction period has been completed satisfactorily, and if so, where appropriate agree objectives for the remainder of the year, for review during the employee's first annual appraisal;
- explain the annual appraisal process.

3.0 LEARNING & DEVELOPMENT

- 3.1 We are committed to the principles and practices of Human Resource Development, including developing the knowledge and skills of all employees to maximise the mutual benefit to both the company and each individual.
- 3.2 The annual appraisal of performance will normally form the basis from which learning and development plans will be set. The process will include:
- Identifying the company’s overall development and training needs as well as the needs of individual employees, enabling the preparation of training plans.
 - Support for attendance at relevant training events or courses, the outcomes of which may be transferred to the workplace and which are designed to meet the development requirements of each individual.
 - Development of a ‘learning culture’, including the formulation of an in-house development and training programme led by existing employees.
 - Our future human resource needs which, while not based on any formal succession planning arrangement, will take into account age profiling, existing skills mix and changing work requirements etc.
- 3.3 If the appraisal of performance process is the ‘input’ then the ‘output’ will be a learning and development plan for each individual. This may be as basic as simple refresher on-site training in key health and safety activities, or a more comprehensive programme involving a study course leading to a certificate or qualification etc. Each person will be encouraged to take personal responsibility for participating in the process, to ensure that there is a joint effort between the employee and the Manager to achieve the objectives in the plan.
- 3.4 Where appropriate we will use alternative forms of learning and development, as well as traditional training courses. These may include a variety of job assignments, on the job coaching, shadowing, job enrichment, job rotation, mentoring etc.

4.0 IMPLEMENTATION AND REVIEW

- 4.1 The Manager is responsible for ensuring that this policy and the supporting procedures are implemented.
- 4.2 The Manager will ensure that this policy is reviewed by the Board of Directors at least every three years.

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