**VEEVE Training & Development Policy**

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| Policy statement  It is the aim of Veeve to offer a range of training & development opportunities to all individuals in a cost-effective way regardless of an employee's age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality and ethnic or national origins), religion or religious or philosophical belief, sex or sexual orientation.  Identifying training & development needs  Training and development requirements should be agreed between the employee and their immediate manager through the vehicle of the performance and development plan. (See Performance Review Policy)  Training and development opportunities should be considered in the following general instances:   1. Where there are clear areas for development within an employee’s current role, identified through performance appraisal, or through one-to-one follow-up discussions throughout the year. 2. Where an employee has potential to fill a different role, but does not have the required skills to fill that role 3. Where the priorities and plans of a department change, and new skills need to be learnt in order to fulfil departmental plans.   Details of the types of training and development opportunities available within the company, or on the external market, plus their costs, can be obtained from Finance.  Training policies  In particular, training should be offered as a priority in the following instances, where the department is within their training budget:   1. Where an employee is due to take or has recently taken a role involving the management of staff and has had no formal training in the management of staff. 2. Where an employee is responsible for negotiating sums of money and has had no formal negotiation training. 3. Where an employee is required to interview employees for vacant posts, and has no formal interviewing training. 4. Where an employee is responsible for managing the budget for a department or large project and has had no formal financial training. 5. For existing managers, to assist them in appraising their staff. 6. Where development of a technical skill is necessary - such as marketing, financial awareness, awareness of legal and business affairs, negotiation, selling and national account management and management of staff. 7. Where a professional body requires that its members comply with its requirements for CPE (Continued Professional Education) for example legal and business affairs, financial accounting.   Planning & budgeting for training  When managers are submitting their budgets for the following year, they should:   1. review the training and development requirements of all of their staff, which are likely to feature in the appraisal discussions. 2. decide whether these needs can be met through on-the-job coaching or monitoring, or whether an off-the-job method is more applicable such as a training course. 3. identify the priorities and submit a training budget, which covers the costs of the areas of priority training identified. |