

ROYAL
ACADEMY
OF
DANCE

Employee Learning
& Development
Policy

Employee Learning & Development Policy

I. Policy

- I.1 The Royal Academy of Dance (RAD) considers that its employees are a valuable asset in which it should invest to ensure the success of the business.
- I.2 The RAD endeavours to provide opportunities for professional learning and development, within the resources available to it and in line with changing business aims and objectives.
- I.3 The RAD believes that the responsibility for professional learning and development should be shared between the RAD and employees.
- I.4 An employee should take ownership of their own professional development, with support from their Line Manager / or Director, who will play a key part in facilitating this development.

2. Learning and Development Initiatives

- 2.1 The RAD provides facilitates or supports a range of learning and development opportunities as follows:
 - 2.1.1 An induction programme for new employees which is made up of four elements:
 - Human Resources induction (half day, delivered by HR)
 - HR and Corporate Policies induction (two hours by HR)
 - Departmental induction (a series of meetings with departmental heads/managers organised by the HR team)
 - Role and departmental briefing within the new employee's department delivered by relevant line manager and other colleagues.
 - 2.1.2 Learning and development related to the enhancement of skills for an employee's current position. This can take the form of Line Manager / Director and / or peer support and / or external learning opportunities such as seminars, courses and conferences, (but not professional body membership fees).
 - 2.1.3 Programmes of learning leading to professional and / or academic qualifications.
 - 2.1.4 Statutory training related to health and safety requirements, including health and safety refreshers, risk assessment, fire safety, first aid (of various types), AED defibrillator user, asbestos awareness and manual handling¹.

¹ The legal definition of manual handling in the the Manual Handling Operations Regulations 1992, is "any transporting or supporting of a load (including the lifting, putting down, pushing, pulling, carrying or moving thereof) by hand or by bodily force". An employer is obliged to ensure safe systems of work are in place for this type of activity which includes relevant and regular training.

- 2.1.5 Training as outlined in the training strategy in the “Safeguarding Policy and Procedures” is provided for Senior Safeguarding Officers, Designated Safeguarding Officers, Safeguarding Committee members and others with safeguarding responsibilities (including freelance and casual workers).
- 2.1.6 Other training on subjects such as equality, diversity and inclusion, data protection and health and safety in accordance with corporate policy and legislative requirements.
- 2.1.7 Learning related to the maintenance of up to date knowledge in employment law (HR Department), technology advancements (ICT Department) or any other legislative or statutory requirements which are subject to frequent updates / change.

3. Funding

- 3.1 The RAD makes provision in departmental budgets for each employee to receive access to professional learning and development opportunities related to the enhancement of skills for his / her current position on an annual basis. (2.1.2 and 2.1.3). The provision is available for full and part time permanent employees and full and part time fixed term employees including those working within a probationary period.
- 3.2 Line Managers / Directors may liaise with the Financial Controller in order to request an extension to their departmental training budget in cases where there are increased essential training requirements as a result of, for example, staff turnover.
- 3.3 Statutory training (2.1.4) is fully funded by the RAD and is provided for in the annual corporate budget. An employee’s departmental training budget allocation is not used for this type of training.
- 3.4 Corporate learning and development requirements (2.1.5 and 2.1.6) are covered by a separate budget managed centrally by the Head of HR,
- 3.5 Training for employment law purposes (HR) and, technology advancement purposes (IT) (2.1.7) or for any other requirement subject to frequent change, is budgeted for within the specific Department (HR, IT or elsewhere). The individual employee departmental training budget allocation is not used for this type of training
- 3.6 Where appropriate (and where the RAD qualifies), the Head of HR will make application for government (and other) funding for learning and development opportunities, so that funding available under 3.1 is extended. Directors and Line Managers may also make such application (or make specific request of the Head of HR), keeping the Head of HR informed.
- 3.7 The RAD recognises that the financial resources available do not always support all types of learning and development required by its employees. However, in order to compensate, the RAD offers support in the following ways:
 - 3.7.1 Paid study leave on a regular or block basis for those studying for a professional and / or academic qualification, subject to a Line Manager and Director’s

approval and the needs of the business, as outlined in the Study Leave section of the Employee Handbook and the separate policy related to Study Leave for Professional Qualifications.

- 3.7.2 Access to an employee interest free loan for the payment of course fees (subject to the rules for loan applications as stated on the Application for Interest Free Loan form)
- 3.7.3 Discounted fees for Faculty of Education academic employees for the RAD's Master of Teaching (Dance) programme in accordance with the Faculty of Education "Staff Tuition Fee Entitlement Procedure for the Master of Teaching (Dance)" document available from the Faculty of Education Head of Business Management,
- 3.7.4 In exceptional circumstances, funding in excess of normal budget levels for course fees upon the proviso that amounts in excess of normal budget levels are re-paid to the RAD if the employee's employment is terminated. It would be expected that an employee would repay 50% of fees if he / she left employment within one year of the completion of the training and 25% of the fees if he / she left employment within two years of the completion of the training. This provision is subject to the discretion of a Director and an individual written agreement would be exchanged with the employee (by the Head of HR) in advance of the commencement of the training.
- 3.7.5 Operation of a Sabbatical Policy (available separately on SelectHR) which permits employees to make application for a period of unpaid sabbatical for the purposes of professional development.

4. Arrangements & Responsibilities

- 4.1 The HR Department make arrangements related to the initial stages of new employee induction, keeping the employee and Line Manager / Director informed.
- 4.2 An individual's learning and development needs and aspirations are most likely to be identified through the RAD's Appraisal Scheme, but may also arise and be agreed at other times. An employee wishing to request training may do so via their Line Manager / Director.
- 4.3 Learning and development identified as part of the Appraisal process or otherwise within 2.1.2 and 2.1.3 is agreed and arranged by the employee and their Line Manager and/or Director. The individual professional learning and development budget must be:
 - 4.3.1 used within the budget year and cannot be carried over from one year to the next.
 - 4.3.2 booked (purchased) and attended or completed within the budget year.
- 4.4 Statutory training requirements as required under health and safety legislation (2.1.4) are arranged by the HR team for employees as necessary and records of such training are maintained in the HR Department.

- 4.5 Learning and development needs related to training 2.1.7 are agreed and arranged by the Line Manager and Director of the specific employees.
- 4.6 Employees are expected to take responsibility for engaging in learning and development opportunities as identified and agreed with Line Managers and / or Directors.
- 4.7 Line Managers and / or Directors are expected to ensure that the choice of learning and development is relevant to the needs of the employee's role and the RAD business objectives. Line Managers and / or Directors reserve the right to refuse the use of the learning and development budget if in their opinion it does not relate to the individual's role or the Academy's business objectives
- 4.8 The HR Department is able to provide support in researching appropriate learning and development providers as and when required.

5. Monitoring and evaluation

- 5.1 Employees are expected to report to Line Managers and / or Directors on the suitability of the learning and development undertaken and to share the benefit of new skills and knowledge gained to ensure value to the organisation.
- 5.2 Line Managers and Directors are expected to monitor and evaluate the effectiveness of learning and development undertaken by the employees in his / her department(s) and to ensure that employees implement the skills and knowledge acquired.
- 5.3 Line Managers and Directors are encouraged to share information with the Head of HR on the suitability of external training undertaken by employees and the effectiveness of training providers used.
- 5.4 The HR Department continually monitors and evaluates the value and relevance of the RAD Induction programme.

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