**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.

**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. Upon commencement of employment by a new employee within the Division their 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. The line manager and employee discuss what training or development programmes are required by the new employee and identify when these can take place. The training requirements identified for each individual are based on the individual’s competence, qualifications, and experience compared to the competence, qualifications and experience required for their role in the Division, as outlined in individual job descriptions. Staff are also encouraged to undertake courses outside of their day-to-day work where appropriate and within available resources.

3. A training record is initiated for the new member of staff.

4. Whenever training takes place (including induction training), the details are recorded on the individual’s training record and the employee comments on the effectiveness of the training that was undertaken. Where certificates are received, these should be copied and attached to the record. Information on any training undertaken across the Division, and the effectiveness of this training, is discussed and evaluated at the Quarterly Quality Management meeting.

5. 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 Review 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.

2. Each unit head / line manager must carry out a Performance Development Review (PDR) with their staff members, on an annual basis. (It is recommended that unit heads / line managers & staff members should also meet on an on-going informal basis to discuss progress on the key targets as agreed through the PDR.)
3. A **PDRS Approved Form** should be drafted by the staff member and forwarded to their line manager prior to their annual 1-1 PDR meeting. The PDRS form should be completed with reference to the Division’s Strategic Plan and Unit KPIs.

4. The initial PDR meeting with a staff member will be 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 should finalise the PDR form, which should then be 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 should be 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. The training records may be held centrally within the relevant unit (e.g. on SharePoint) and/or a copy can be made available to the staff member on request.
- 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 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**

<table>
<thead>
<tr>
<th>Revision No.</th>
<th>Date</th>
<th>Approved by:</th>
<th>Details of Change</th>
<th>Process Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sept ’13</td>
<td>Quality Team</td>
<td>Initial Release</td>
<td>Quality Team</td>
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<tr>
<td>2</td>
<td>Jan ’14</td>
<td></td>
<td>Inclusion of evaluation of effectiveness of training at Quarterly Quality meeting</td>
<td></td>
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The electronic version of this document is the latest version. It is the responsibility of the individual to ensure that any paper material is the current version. Printed material is uncontrolled documentation.