1. **Introduction**

Throughout this Policy, the words ‘Translink’ ‘Company’ and/or ‘the Group’ refer to all corporate entities under the ownership of the Northern Ireland Transport Holding Company (NITHC). This includes the parent company and each subsidiary either individually or taken together as a group.

2. **Scope**

Translink’s policy is to train and develop employees so that what they can do, and what they are motivated to do, matches with what the organisation needs them to do.

Our Employee Charter outlines Translink’s training commitment to its employees.

Translink employees can expect:

- On-going training to allow them to do their job to the required standards
- Support when they have problems with their job
- Clear guidelines on how to carry out the job to the required standards
- A chance to improve their skills and knowledge to help them develop their position within the company

For their part employees are required to keep up to date with the needs of their job by going on any training programmes which are provided for them.

An annual review of the training needs of all our employees is carried out. This gives direction to the provision of training and development activities. Support is also provided through the Voluntary Training and Education programme for employees who attend further and higher education courses.

3. **Training and Development Procedure**

Fundamental to the success of the Training and Development Policy is the acceptance by managers, supervisors and other employees of their personal responsibilities in the areas of training and development.

These responsibilities arise from the expectations which are summarised in the Translink Employee Charter.
Section 3a - What can you expect from the Company?

- Ongoing training to allow you to do your job to the required standards.
- Support when you have problems with your job.
- Clear guidelines on how to carry out your job to the required standards.
- A chance to improve your skills and knowledge to help you develop your position within the company.

Section 3b - What is expected of you?

- You must keep up to date with the needs of your job by going on training programmes which are provided for your benefit.

Terminology

It is necessary to clarify the difference between Technical Training and General Training and Development in order that aspects of accountability are clearly understood.

Technical Training

In the context of this policy technical training is taken to refer to those specific aspects of training and development which refer to the work of a particular Division.

General Training and Development

In the context of this policy General Training and Development is taken to refer to those aspects which could apply equally across the Divisions.

Management and supervisory responsibilities

- The acceptance by managers and supervisors of their personal responsibility for the performance of their staff.

- The identification of appropriate areas where training and/or development may be of assistance in enhancing performance.

- The necessity for managers and supervisors to act promptly in seeking to initiate any training /development activity as may be necessary.
• The requirement for managers and supervisors to evaluate the effectiveness of the training activity in addressing the identified training need at an appropriate interval after the training has been provided.

• The acceptance by managers of their personal responsibility for their own training and development particularly in the areas of professional updating and development.

Employee Responsibilities

• The demonstration of positive attitudes towards continual improvement in the way jobs are performed.

• The acceptance by employees of their responsibility for how they perform their duties and of areas where training /development might assist in enhancing their performance.

Principles

This training and development procedure will operate through the application of a number of principles:-

Accountability

High standards will only be achieved when all employees accept their individual responsibilities. The policy sets out the levels of responsibility for training and development.

Communication

For the policy to be effective there must be a free flow of information on the need for training and development; the form which training and development may take; the form which evaluation of the effectiveness of training and development may take and the responsibilities involved.

Procedures

The responsibility for development, implementation and evaluation of the effectiveness of procedures for training and development is included within the principles of the policy.
Co-operation

No policy on the training and development of staff can succeed without the total involvement and co-operation of all the staff involved.

Accountability

Director of Human Resources

The Director of Human Resources has been assigned corporate responsibility for the implementation of the Companies’ Training and Development Policy. In particular he will ensure that:

- Appropriate targets are set throughout the organisation to enable the company to meet its Mission Statement and that the Group Chief Executive and Board are regularly appraised of performance.

- Adequate resources are available to meet the training and development requirements.

- Responsibility for training and development is properly assigned and accountability accepted at all levels.

- Personal appraisal systems adequately reflect the importance Translink places on training and development.

- Adequate advice is available to enable senior and line managers to fulfil their responsibilities.

- Regular reports are prepared for the Executive Group on training and development matters.

Senior Management

Senior Managers will ensure, through their Divisional management teams, that:

- All technical training requirements within their Division are identified, quantified and included in the Divisional training budget.
• Technical training so identified is delivered at an acceptable level and that appropriate evaluation of the effectiveness of the training is conducted.

• Records of technical training are kept.

• Responsibility for training and development is properly assigned and accountability accepted at all levels.

• Responsibility for training and development activity is appropriately reflected in the personal objectives agreed with subordinate managers within the performance appraisal system.

• Managers co-operate in the identification of general training and development needs of their staff.

• Managers accept responsibility for their own training and development particularly in the areas of professional updating and development.

Managers

All Managers will ensure that:

• All technical training requirements within their area of responsibility are identified, quantified and submitted to their Line Manager for consideration for inclusion in the Divisional training budget.

• Technical training so identified and agreed is delivered at an acceptable level and that appropriate evaluation of the effectiveness of the training is conducted.

• Records of technical training are kept.

• Their personal responsibility for training and development of their staff is accepted.

• Responsibility for training and development of their staff is appropriately reflected in the personal objectives agreed with their appraising manager within the performance appraisal system.
They co-operate in the identification of general training and development needs of their staff including agreeing with staff the extent of training need, if any.

Staff identified for training are made aware of the reasons for the training and the expected outcome and that appropriate evaluation of the effectiveness of the training is conducted.

They accept responsibility for their own training and development particularly in areas of professional updating and development and that they plan to commit at least five days per annum to agreed training and development activities.

The People and Development Manager

Will provide an advisory service in the case of technical training and in the case of general training and development will ensure that:

- The identification of general training and development needs of staff is conducted as appropriate.

- General training and development needs so identified are quantified, prioritised, developed into a company-wide training plan and submitted for inclusion in the Human Resources divisional budget.

- General training and development so identified and agreed is delivered at an acceptable level and that appropriate evaluation of the effectiveness of the training is conducted.

- Records of company-wide general training and development activities are kept.

- Managers and other staff are informed of appropriate training and development activities.

Supervisors

All Supervisors will ensure that:

- The quality of the work of those subordinate to them meets the required standard. Consequently they will co-operate with their line manager in
the identification of the technical training needs, if any, of their subordinate staff.

- They co-operate in the identification of general training and development needs of their staff including agreeing with staff the extent of training need, if any.

- Staff identified for training, either technical or general, are made aware of the reasons for the training and the expected outcome and that appropriate evaluation of the effectiveness of the training is conducted.

**Employees**

Employees will ensure that:

- They co-operate with their manager in the identification and agreement of training needs.

- They recognise that training needs so identified will be prioritised so that group needs will be given priority and consequently it may not always be possible to meet individual training needs.

- They keep up to date with the needs of their job by attending training programmes developed to meet the needs identified.

4. **Related Policies**

Employees may find it useful to review other related policies in conjunction with the Training and Development Policy. These include:

- Voluntary Training/Educational Development Policy
- Equal Opportunity Policy
- Employee Charter

5. **Previous Versions of Policy**

Original issue date: January 2008
Revised: January 2011