



## Training and development policy

### 1) Purpose and scope

Zibonele FM recognises that effective training and development offers benefits to the individual and the organisation as a whole, which ultimately contribute to the achievement of Zibonele FM's objectives. These benefits include:

- higher standards of work performance
  - greater understanding and appreciation of factors affecting work performance
  - sharing of ideas and dissemination of good practice effective management and implementation of change encouragement of team spirit
  - increased motivation and job satisfaction for the individual
  - greater understanding of Zibonele FM business.
- a) Zibonele FM aims to ensure that:
- its stated objectives are met
  - each member of staff understands what his or her work role involves
  - each person is developed to enable them to achieve their work objectives
  - staff are prepared and equipped to deal with changes in Zibonele
  - each individual is encouraged to develop his or her potential, both personally and professionally
  - lifelong learning is supported and encouraged for all staff.
- b) This policy applies to all staff.

### 2) Principles of the training and development policy

- a) Training and development makes Zibonele FM a more effective organisation. Zibonele FM's continued success depends upon meeting the objectives set by the Board and agreed with our constituency and partners. This will be achieved through staff who are competent in their roles.
- b) Training and development can be defined as any activity designed to help individuals become more effective at their work by improving, updating or refining their knowledge and skills. It encompasses a range of activities including, for example, involvement in various projects, attendance at training courses, conferences or seminars, visits to other institutions, work shadowing, formal study, coaching and mentoring.

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- c) Zibonele FM believes that training and development is a continuous process. There is an expectation that staff will keep abreast of developments within their own area of expertise, and all staff are encouraged to undertake development activities throughout their working lives. Zibonele FM performance review system allows for specific input from individuals in relation to suggestions for development at least twice a year.
- d) Zibonele FM's approach to the provision of training and development is to consider the development needs identified and how these should be met. This is in line with Zibonele FM's definition of training and development, and it focuses attention on development activities that add value to the business, enabling Zibonele FM to meet its strategic objectives.
- e) The responsibility for identifying training and development needs and carrying out agreed training and development activity is shared between the line manager and member of staff. Zibonele FM will encourage and support appropriate training and development. Reasonable time and financial support may be allocated.
- f) Line managers are responsible for providing support and guidance in relation to the training and development of those reporting to them, particularly in relation to the identification of training and development needs and making sure that appropriate action can be taken as a result.
- g) Each member of staff is expected and encouraged to take ownership and responsibility for their personal development in relation to their work, within the framework of support provided by Zibonele FM. This includes analysing one's own skills, aptitudes and potential development needs, as well as having a positive attitude and proactive approach to development.
- h) Zibonele FM is committed, through its performance review process, to the creation of training and development opportunities for all staff, and will work to ensure equality of opportunity across all training and development activity.
- i) Zibonele FM will monitor and evaluate training and development activity so as to continually learn and improve provision. All staff are expected to participate in the evaluation of training and development.
- j) The training and development policy, and accompanying guidance notes, provide a framework within which decisions can be made and supported with regard to the development of individuals and groups within Zibonele FM. In addition, please refer to the policies and guidance notes on induction and the performance review process.

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