



Learning and Development Policy

Dec 2019

The RYA is committed to ensure all of its employees have access to learning, development and training opportunities which enable them to be suitably knowledgeable and skilled to carry out their role within the Association, and to develop in ways that align with the RYA's strategic objectives.

The main aims of this policy are to:

- Ensure all employees are supported and enabled to meet the changing demands of the Association;
- Facilitate employee development and/or personal development through assisting employees to broaden, deepen and thereby further enhance their existing skill set;
- Provide a working environment where continuous learning and development takes place to help employees in their roles, increase motivation and enhance employee retention.

Policy Principles

- (a) Learning 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. Learning and development encompasses a range of activities including for example, involvement in various projects, attendance at training courses, conferences or seminars, visits to other organisations, work shadowing, formal study, coaching and mentoring.
- (b) The RYA believes that learning and developing is a continuous process. There is an expectation that employees will keep abreast of developments within their own area of expertise.
- (c) The responsibility for identifying learning and development needs and carrying out agreed learning and development activities, is shared between the employee and their manager. The RYA will encourage and support appropriate learning and development. Reasonable time and financial support may also be allocated.
- (d) Managers are responsible for providing support and guidance in relation to the learning and development of those reporting to them, particularly in relation to the identification of learning and development needs and making sure that appropriate action is taken as a result.
- (e) Individual employees are expected and encouraged to take ownership and responsibility for their personal development. This includes analysing their own skills, aptitudes and potential development needs, as well as having a positive attitude and proactive approach to development.
- (f) The RYA will monitor and evaluate learning and development activity to review and improve provision. All employees are expected to participate in the evaluation of training and development.

Equal Opportunities

The RYA is committed to ensuring equality of learning opportunity, hence no employee will be excluded from learning on the grounds of gender (including gender reassignment), marital



status, family status, religious belief, disability, age, racial grounds (race, colour, nationality or ethnic origin) or sexual orientation.

Part time and fixed term employees will have equal access to learning and development opportunities appropriate to their role.

Process for Making Learning and Development Requests

Learning and development needs are normally identified as part of the end of year and interim appraisal processes. At the end of each appraisal window, the HR Advisor will produce and collate a report of all learning and development needs for that period for the entire RYA workforce. The RYA aims to fulfil as many of those needs as possible, and the appropriate learning & development initiatives will be arranged in occurrence with the needs identified during the appraisal process.

Requests for learning and development can be made outside of the appraisal process. The HR Advisor should be notified of such requests before any course booking is made.

All learning and development requests must go through the HR Advisor.

The online HR system, PeopleHR, should also be used for storing and updating training records for individual employees.

Training Fees

The RYA holds a central training budget, where all costs of learning and development activities should be allocated to. The central training budget is monitored throughout the year by the HR Advisor, in conjunction with the Finance Director.

In the event that an employee resigns from the RYA, or their employment is terminated by reason of their misconduct, within a one year period from the date on which they complete a relevant course, the RYA reserves the right to recover from the employee a proportion of the total cost of funding their attendance on the relevant course. This proportionate sum shall be calculated as follows:

During the course to up to 6 months after completion	100%
Between 6 months and 12 months after completion of the course	50%
Over 12 months after completion of the course	Nil

The RYA also reserves the right to recover from the employee the entire cost of funding their attendance on the training course where they fail to complete that course or where they fail to obtain the relevant qualification at the end of it. Such recovery can be by way of deduction from sums payable to the employee by the RYA (including your salary), by a series of such deductions, or by requiring payment forthwith.



Types of Learning and Development Activities

There are a range of development opportunities available for employees. Development does not only have to consist of attending a formal training course, and they can exist both inside and outside of the Association.

Examples of Learning and Development Activities include:

- Reading a book;
- Work shadowing or observing another employee;
- Sitting with another employee to understand their role;
- Preparing and presenting a report;
- Reading professional or specialist magazines or journals;
- Attending local events, lectures or seminars;
- Distance learning;
- Identifying a mentor inside or outside of the Association;
- Networking;
- Online learning.