

Training & Development Policy

For Australian Small & Medium Enterprises

Template Version 1.0 | December 2024

Important Notice

This template provides general guidance on training and development practices. It should be customised to your organisation's specific needs and budget. Some training may be mandatory under work health and safety or industry regulations.

1. Purpose

This policy establishes [Company Name]'s commitment to developing our employees through training and continuous learning. It provides a framework for identifying, planning and delivering development activities that benefit both employees and the organisation.

2. Scope

This policy applies to:

- All permanent employees (full-time and part-time)
- Fixed-term employees (on a case-by-case basis)
- Casual employees for mandatory training
- All training and development activities, internal and external

3. Objectives

[Company Name] aims to:

- Build employee skills and capabilities
- Support career development and progression
- Ensure compliance with mandatory training requirements
- Improve individual and organisational performance
- Attract and retain talented employees
- Build a culture of continuous learning

4. Types of Training and Development

4.1 Mandatory Training

Training required by law, regulation or company policy:

- Work health and safety induction
- Industry-specific compliance training

- Company policy and procedures training
- Role-specific certifications
- Refresher training as required

4.2 Role-Based Training

Training to perform current role effectively:

- Technical skills training
- Systems and software training
- Process and procedure training
- Product knowledge training

4.3 Professional Development

Training for career growth and advancement:

- Leadership and management development
- Professional qualifications
- Soft skills development
- Industry conferences and seminars

4.4 Developmental Opportunities

On-the-job learning and stretch experiences:

- Stretch assignments and projects
- Job shadowing
- Mentoring and coaching
- Cross-functional exposure
- Acting in higher-level roles

5. Training Delivery Methods

- Classroom/face-to-face training
- Online learning and e-learning
- Webinars and virtual workshops
- On-the-job training
- Self-paced learning
- External courses and conferences
- Mentoring and coaching programs
- Study assistance programs

6. Identifying Training Needs

6.1 Individual Level

- Performance reviews and development discussions
- Skills gap analysis
- Career development conversations
- Employee requests
- Changes to role requirements

6.2 Team/Department Level

- Team capability assessments
- Business plan requirements
- New systems or process implementations
- Succession planning needs

6.3 Organisation Level

- Strategic priorities
- Compliance requirements
- Industry changes
- Technology changes

7. Requesting Training

7.1 Process

- Discuss development needs with manager
- Identify appropriate training option
- Complete training request form
- Submit for approval
- Receive approval before booking

7.2 Considerations

Training requests will be assessed based on:

- Relevance to current role or career path
- Business benefit
- Cost and budget availability
- Timing and workload impact
- Availability of alternative options

8. Approval Authority

- Manager approval for standard training requests
- HR approval for study assistance and qualifications
- Senior management approval for significant expenditure
- Budget holder approval for external costs

9. Time for Training

9.1 During Work Hours

- Mandatory training is conducted during work hours
- Approved job-related training may be during work hours
- Reasonable time off for approved study

9.2 Outside Work Hours

- Some professional development may be outside hours
- Consider work-life balance
- Overtime/TOIL arrangements where applicable

10. Training Costs

10.1 Company-Funded Training

[Company Name] will generally cover costs for:

- Mandatory and compliance training
- Role-essential training
- Approved professional development
- Course/program fees
- Reasonable travel and accommodation
- Materials and resources

10.2 Employee Contributions

Employees may be required to contribute:

- Personal time for some professional development
- Partial costs for external qualifications
- Textbooks and personal materials

10.3 Repayment Clauses

For significant training investments:

- Repayment agreement may be required
- Applies to courses above [\$ amount]

- Pro-rata repayment if leaving within [period]
- Details specified in training agreement

11. Study Assistance

11.1 Eligibility

- Permanent employees with [6/12] months service
- Course relevant to current or future role
- Approved tertiary or professional qualification

11.2 Benefits May Include

- Contribution to course fees (typically 50-100%)
- Study leave for exams
- Flexible work arrangements
- Time off for classes where possible

11.3 Conditions

- Maintain satisfactory academic progress
- Remain employed during study period
- Repayment clause may apply
- Apply before course commencement

12. Evaluating Training

12.1 Training Evaluation

Training effectiveness will be assessed through:

- Participant feedback and surveys
- Assessment of learning (where applicable)
- Application of skills on the job
- Impact on performance
- Return on investment

12.2 Employee Feedback

- Complete evaluation forms after training
- Share learnings with team
- Apply new skills in the workplace
- Discuss outcomes with manager

13. Record Keeping

- Training records maintained for all employees
- Certificates and qualifications recorded
- Compliance training tracked for renewals
- Training history available to employees

14. Responsibilities

14.1 Employees

- Take ownership of their development
- Identify learning needs and opportunities
- Actively participate in training
- Apply learning to work
- Share knowledge with colleagues
- Complete mandatory training on time

14.2 Managers

- Support employee development
- Identify team training needs
- Approve and prioritise training requests
- Allow time for training and application
- Provide on-the-job development opportunities
- Follow up on training outcomes

14.3 HR

- Coordinate training programs
- Maintain training records
- Source and evaluate training providers
- Manage training budget
- Track compliance training
- Report on training metrics

14.4 Leadership

- Champion a learning culture
- Allocate training budget
- Model continuous learning
- Support development initiatives

15. Mentoring and Coaching

[Company Name] encourages mentoring and coaching:

- Informal mentoring relationships
- Formal mentoring programs (where available)
- Manager as coach
- External coaching for leadership roles
- Peer coaching and knowledge sharing

16. Career Development

Development should support career progression:

- Career discussions as part of performance reviews
- Development plans aligned to career goals
- Internal opportunities and promotions
- Succession planning for key roles
- Transparent career pathways where available

17. Review

This policy will be reviewed:

- At least annually
- When business needs change
- When training approaches evolve
- Following significant feedback

Employee Acknowledgement

I acknowledge that I have read and understood [Company Name]'s Training & Development Policy. I understand how training is accessed and my responsibilities for my own development.

Employee Name: _____

Signature: _____

Date: _____