



DPN STAFF TRAINING AND DEVELOPMENT POLICY

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DPN STAFF TRAINING AND DEVELOPMENT POLICY

INTRODUCTION

DPN is committed to providing relevant training and development opportunities for staff in all spheres of employment.

VISION

DPN recognises the need to develop all staff, so that they meet their full potential and make a valued contribution to the institution as a whole.

It recommends that every member of staff undertakes at least five days' appropriate personal development activity, on average, a year.

The following guidance for staff development within this policy will seek to:

- Improve our employees' sector expertise, skills and performance
- Improve our employees' teaching and training knowledge, skills and performance
- Improve our employees' skills and performance
- Ensure learning objectives are tailored to meet employee, customer and organisation needs
- Monitor employees' professional development

WHAT DO WE MEAN BY TRAINING & DEVELOPMENT

In general, we encourage the following employee trainings:

- Formal training sessions
 - Employee coaching and mentoring
 - Participating in conferences
 - On-the-job training
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- Job shadowing

OTHER TYPES OF TRAINING

Both employees and their managers are responsible for continuous learning. Employees should show willingness to improve by asking their managers for direction and advice. Managers should do the same with their own superiors while encouraging and mentoring their subordinates.

General guidelines:

- All eligible employees are covered by this policy without discriminating against rank or protected characteristics.
- Managers should evaluate the success of training efforts. They should keep records for reference and better improvement opportunities.
- All employee development efforts should respect cost and time limitations, as well as individual and business needs.
- Employees should try to make the most out of their trainings by studying and finding ways to apply knowledge to their work.
- Employees are encouraged to use up their allocated training budget and time.

INDUCTION

The aim of induction is to ensure staff have the information they need to settle in quickly to a role and start fulfilling their duties. It is important to note that induction is not only for members of staff who are new to DPN, but also for staff that are changing roles within DPN.

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An induction checklist is utilised. This is a generic template, which should be viewed as a template to guide people who are providing induction, and should of course be adapted to suit the job role, individual, location and circumstances.

PROBATION

The need to develop all staff to allow them to meet their full potential and make a valued contribution to DPN as a whole is recognised. DPN views the probation and development review as a positive process designed to assist an individual in integrating into a new role. It is a two-way process with emphasis on support and development.

Scope of the Policy

The probationary period for all staff is 6 months.

Probation Scheme

The Probation Scheme provides a clear framework for assessing an individual's capabilities, reliability and suitability in respect of an appointment. Performance is assessed throughout the probationary period(s), with employees being assured of a set period when they can expect specific guidance, encouragement, and appropriate training in support of their roles. On successful completion of the relevant probation, and in common with all other staff, all staff will be subject to the Appraisal Scheme.

Equal Opportunities Statement

DPN is committed to equality of opportunity, and to promoting an ethos of dignity, courtesy and respect throughout the organisation.

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Implementation of Probation Scheme

The responsibility for implementing the relevant probation procedure lies with the Managing Director.

Objectives of the Scheme:

- to agree and monitor clear, relevant and measurable objectives for the role;
- to provide regular feedback on performance;
- to ensure that all staff are given the support and the opportunity to maximise their potential and to achieve success in carrying out their duties to the required standard;
- to identify training and development needs in line with the aims and objectives of DPN;
- to ensure effective communication between all parties involved in the Scheme.

Roles and Responsibilities

Employees and managers are responsible for finding the best ways to CPD. They can experiment with job shadowing and other types of on-the-job training (without disrupting daily operations). We also encourage employees to use their rights for self-paced learning by asking for educational material and access to other resources within allocated time.

The Individual:

- to participate fully in the appropriate Scheme;
- to attend all meetings, as required, in support of the Scheme;
- to complete and maintain copies of all paperwork regarding their probation.

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The Line Manager or Managing Director:

- to ensure the effective implementation of the Scheme within DPN including reviews of its operation;
- to ensure that induction forms a fundamental part of the probationary process;
- to communicate with the probationer throughout the probationary period, giving open and constructive feedback on performance;
- to authorise and approve the resources for training and development needs identified.

Confidentiality

The Scheme will be run in accordance with the Data Protection Act 1998. Occasionally tasks and objectives set for an individual may have an impact on organisation as a whole. In such circumstances, it is important that such tasks and objectives are shared with other members of staff. Communication of such information is expected to be appropriate to the situation and sensitive to the needs of the individual being reviewed.

Six Month Probation Procedure

The Managing Director or Line Manager should meet with the Probationer at the commencement of the probationary period to agree objectives for the probationary period. This meeting should ideally take place during the first week of employment. The purpose of the meeting is to set and assess performance against the agreed objectives and to amend and agree new objectives as appropriate. There should be at least two formal meetings arranged during the six-month period. A record confirming the meeting will be maintained.

Dealing with Performance Issues

If there are performance issues that need to be addressed at any time during the probation period, a meeting must held between all relevant parties to

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communicate these concerns to the individual, and an action plan put in place to address these. The actions agreed must be provided as a written document and circulated to the parties concerned. Where there are performance issues outstanding, it may be agreed that the probation period be extended by a period up to six months. There is no right of appeal against the decision to extend a probationary period.

Termination of Employment

In exceptional circumstances where the performance issues identified during probationary meetings were not resolved, a meeting will be held with the individual which may result in termination of employment. The individual is entitled to be accompanied by a work colleague not acting in a legal capacity.

In cases of termination of employment, the Line Manager / Managing Director will confirm the decision in writing within seven calendar days and will advise the individual of the right of appeal. The appeal should be submitted in writing, stating the grounds for the appeal, to the Line Manager / Managing Director within seven calendar days of receipt of the written confirmation of termination.

In the case of an appeal, a panel consisting of a Board Member, the Managing Director and another will be appointed. The appeal panel will be serviced by the secretary of the DPN Board. The appellant may be accompanied by a work colleague not acting in a legal capacity.

The appeal hearing should normally be held within 14 calendar days of the appeal being lodged (this timescale may be extended subject to the agreement of both parties). The outcome of the appeal will be confirmed, in writing, by the Managing Director of DPN.

APPRAISAL

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Purpose

- The DPN Appraisal Scheme is a flexible, enabling framework that should be adapted to meet the needs of the particular job role.
- Appraisal is a formative process, encouraging regular, constructive, performance-related feedback and provides an opportunity for open discussion, in a formal context. The purpose being to review both performance and the development of individuals, whilst allowing both the individual and the Manager to plan ahead for the coming year.

Scope

Appraisal is mandatory for all staff who have completed their probation period and must operate within the agreed policy framework.

Objectives of the Appraisal Scheme

- to review performance annually and to provide a formal context for feedback;
- to support career development and help identify individual training and development needs consistent with DPN's aims and objectives;
- to identify organisational and other factors which may have bearing on the future objectives of the individual and their priorities;
- to determine clear, relevant and measurable objectives for the individual appropriate to the short, medium and longer term;
- to agree clear action plans in support of the aims of DPN.

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Appraisal Meetings

Appraisal is an annual event and meetings should take place during the calendar year (January to December each year). With shorter progress reviews scheduled bi-annually.

Documentation

All staff will be issued with the appropriate appraisal templates. The Appraisee should complete the self-review form and provide a copy to the Appraiser at least one week before the Appraisal Meeting. The self-review form should review the progress during the period concerned indicating achievements and any problems or concerns the Appraisee may have. This Section will include an analysis on the extent to which the Appraisee has met previous objectives as well as an analysis of the training and development activities undertaken and how they have impacted on the Appraisees' ability to meet previously agreed objectives.

The Appraisal Meeting will focus on achievements against previously set objectives identifying successes and problems and enabling plans to be made for the future, taking into consideration the objectives of DPN, the knowledge, skills and career aspirations of the Appraisee.

Following the Appraisal Meeting, the Appraiser should complete within two weeks an Appraisal Meeting Report. The individual will then have up to two weeks to review the content. The report should then be signed by both parties as a confirmed document which should also indicate agreement with any changes made.

The agreed Appraisal Meeting Report should be sent to the Managing Director, if not already prepared by him, to ensure that the objectives agreed are consistent with DPN plans, and are achievable in relation to resource and cost implications.

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Individual Development Plans should be completed and updated by all members of staff during the course of the year. These in turn feed into DPN’s overall Training Summary Plan. Staff Training needs may be identified outside of the formal appraisal process, staff can raise any such matters either at one-to-one meetings or through team meetings. DPN’s Managing Director operates an “open door” policy and staff are encouraged to raise such matters with him as and when necessary. Any associated training costs must be approved prior to the start of training with the Managing Director.

HEALTH & SAFETY TRAINING

This is detailed separately under DPN’s Health & Safety Policy and documented in the H&S Training Matrix document.

This policy is reviewed on an annual basis by members of the DPN board.

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