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Together as One For a Healthy Society

IMRO

IHORERE MUNYARWANDA ORGANIZATION



STAFF TRAINING POLICY AND PLANS

2020



1. INTRODUCTION

Ihorere Munyarwanda (IMRO) is a Non-Governmental Organization that was founded in 1999 and legally operating in Rwanda since 2002. It has 20 years of experience implementing interventions in the context of Poverty Alleviation, Gender Equality, Nutrition, GBV, HIV, Education, Environment, Peace Building, Health Promotion, accountability, Advocacy and Networking in order to improve lives of Rwandans Citizen at individual, family and, community levels for sustainable social economic development.

Significance of a training policy and procedures

An Employee Training Policy provides a framework for employees to expand their knowledge and learn new skills in a competitive environment. It should also aim to develop employees to perform better in their current roles and then progress to their next positions. Employees, supervisors, and Human Resources (HR) should all work together to create a culture of continuous professional development. It is the job of managers to coach their teams and identify employee development needs. The employee must seek out fresh learning opportunities.

Training and development should be looked at as a way to upskill IMRO staff and reskill them so they may be able to take on different jobs within the organization. The HR department has the critical task of creating a training policy and procedures that will enable the organization to do just that. Every



year, Human Resource has to create and update a training plan that considers IMRO's ongoing efforts and long-term goals. The document lays out the years' worth of training goals and objectives. The training policy's goals and objectives should be made crystal clear. This way, the strategy is carried out

2. Purpose

The policy's primary purpose is the enhancement and enrichment of each member of staff through organization, job and personal development. The policy seeks to provide learning opportunities for all staff so that by performing their individual jobs effectively

3. Objectives

Necessary objectives to achieve IMRO staff development and training aims:

1. To monitor and maintain clear staff recruitment and selection procedures ensuring equality of opportunity in employment.
2. To provide a comprehensive induction procedure for new staff.
3. To develop, maintain and monitor structures and systems providing management, support and evaluation for all staff.
4. To maintain staff development and training records for each member of staff.
5. To evaluate the impact of development and training on the individual's work and ultimately the performance of IMRO.

4. Below are the types of training that IMRO offer:



Orientation and Onboarding Training

Orientation generally falls under the larger umbrella of onboarding, a longer-term form of employee training. The onboarding process provides new hires with the tools they need to get started in their role. Department heads or direct managers generally create onboarding programs tailored to their units or individual hires. An effective orientation provides new hires with the basic IMRO information they need to prepare for their role in an organization.

Team Training

Team training programs increase employee engagement and productivity. They foster positive relationships among team members, promote equal access to professional development opportunities, and boost employee morale, collective efficacy, and member satisfaction.

Team training is delivered in an intensive format, such as during a retreat or over weeks or months. Interpersonal communication, process improvement and management, and goal-setting are common focus areas for team training programs.

Leadership Training

The transition from individual contributor to manager is a critical turning point in an employee's career. However, far too often, organization offers little assistance during this transition. Leadership training becomes an important step that should be taken as it ensures that the employee will be guided into their new role.



Leadership training is a type of soft skill training that focuses on interpersonal abilities while emphasizing leadership qualities and skills that directly impact leading others. This type of training assists in developing key Leadership skills such as employee motivation, delegation, and giving feedback.

In training policy and procedures, the following are included:

1. The organization value in employee development
2. The organizational structure for providing training and development activities.
3. The emphasis on ongoing professional development.

5. Roles and responsibilities

The responsibility for and central co-ordination of staff development and training rests with the National coordinator, who ensure:

1. The maintenance of confidentiality (with access to an employee's staff development and training record being available only to that individual, the National coordinator, the appropriate Director or line manager and Human Resources Manager).
2. A co-ordinated and organization wide overview of and approach to staff development and training.
3. The effective implementation of staff development and training through its integration into Development and Operational Plans.



The National coordinator:

1. Delegate to each department's head responsibility for implementing staff development and training within their function.
2. Ensure appropriate training for each department's head to enable such delegation.
3. Assume direct responsibility for the staff development and training needs of departments' heads and line managers.
4. Delegate responsibility to each department's head for evaluating the impact of staff development and training.

Responsibility for the induction of new staff to IMRO and for supervising their introduction to their job responsibilities rest with:

1. Appropriate line managers (who will be entitled to request support from other IMRO staff).
2. The Chief Executive in the case of newly appointed Directors/Heads of departments.

There are no exclusions to the type of training IMRO is prepared to offer, in order to assist in the achievement of its Development and Operational Plans. No individual is excluded from training on the grounds of gender, marital or family status, religious belief or political opinion, disability, race or ethnic origin, nationality, sexual orientation or age, or any other criteria which could be deemed to be discriminatory or divisive. Training provision in IMRO may arise from needs identified by:



The Management Group

1. Line managers.
2. Individual staff members or groups of staff.
3. The recognized union.
4. Supervision.
5. Staff appraisal.

The Human Resources Manager:

1. Provide advice, assistance and support to line managers to enable them to fulfill their training responsibilities.
2. Provide advice and practical help to all staff on matters relating to training and education.
3. In the provision of such advice, use internal or external resources and expertise.
4. Provide assistance to line managers to enable them to effectively evaluate the development and training of their staff and take the relevant action when necessary.

Provision of training is dependent upon:

1. Setting priorities where there are competing demands which cannot all be met.
2. IMRO's ability to allocate funds for financial assistance towards training.



6. Evaluation

Evaluation of staff development and training is the responsibility of each line manager. Supervision should be used as an opportunity to review the development and training that has taken place and evaluate how useful it has been, how it has impacted on the individual's work and how the learning could be shared with the others in the organization. The evaluation should be recorded using the proforma provided by Human Resources. This form should be returned to Human Resources and stored in personnel files. Human Resources will monitor the overall effectiveness of staff development and training and facilitate the sharing of learning with others in the organization when necessary. A training plan is formulated and revised every year by the Human Resources (HR) Department based on the firm's current projects and future plans. It outlines the objectives and targets of training for the year.

7. Conclusion

IMRO has procedures manual to ensure its training programs are productive and successful. The training policies and procedures are approved by upper management after they have been reviewed for consistency with the organization's long-term strategy and objectives. They specify the organization's training program's aims and objectives and the appropriate methods for designing, delivering, and assessing training interventions.

While the specifics of these policies and procedures may need to be adjusted as the organization develops and grows, the underlying ideas and goals should stay consistent. It's also essential for workers to know what they're



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responsible for in terms of enforcing the policy and practice between themselves.

Action arising from the identification of staff development and training needs normally is agreed between the individual member of staff concerned and their immediate line manager.

Aimable MWANANAWE

National Coordinator

