
TRAINING & DEVELOPMENT POLICY

TITLE:	Training & Development Policy
PURPOSE OF POLICY:	To assist in the improved running of the organisations and ability of staff to meet the requirements of their posts and develop
SECTION:	Staffing
DATE:	June 2019
REVIEW DATE:	June 2022
CHARTER STANDARD:	N/A
REFERENCE:	EVH

INTRODUCTION

Blairtummock Housing Association is a dynamic and people-friendly organisation which strives to support its employees' development, at the same time ensuring that such development is relevant and supports the business. It is acknowledged that training and development are best self driven by individuals, although management and the business policy have a role to play in encouraging individuals to take the initiative.

The approach to staff training and development varies between different industries and sectors. Some "professions" require an element of continuing professional development (CPD) and set a requirement in terms of days/hours per year. Often such activity will be process specific and directly required to do the job (e.g. a new machine is introduced and staff need to be shown how to work it, health and safety required training, food hygiene, manual handling & lifting etc.). Such activities will not however be labelled as development for the purpose of this policy. Some occupations have semi formal standards for the level of CPD that is to be attained each year. It's worth remembering that CPD is only one aspect of training and for the purpose of this exercise we are looking at training in its wider meaning.

New staff will undergo induction training to familiarise themselves with the Association, its functions and ongoing activities. This will be done in the form of internal training and will be arranged at the commencement of employment (Appendix A – Induction Sheet).

Where possible on the assessment of requirements, training needs may be met internally by way of structured sessions with the appropriate personnel.

POLICY PRINCIPLES

Blairtummock Housing Association's Training and Development Policy aims to:

- Ensure fairness, clarity and consistency for all Blairtummock Housing Association's staff members.
- Provide a framework for ensuring that the business as well as employees benefit from development activities undertaken.
- Promote a culture of sharing knowledge and skills with work colleagues.
- Assist Blairtummock Housing Association's staff members with their continuous professional development.
- Assist a development discussion between staff and their line managers during appraisals.
- Promote considering alternative methods of training to attending courses and conferences.

TRAINING PARAMETERS

This policy introduces clear parameters for staff and management to follow in terms of the expected and allowable level of personal development. All staff will be required to attend training which will assist them in performing their duties and training gaps in knowledge or skills which has been identified by their line manager.

TRAINING BUDGET

Applications for training/conference fees to be subsidised fully or partially by Blairtummock Housing Association will be subject to availability of funds in the training budget.

THE ROLE OF THE LINE MANAGER

It is acknowledged that personal development is self-driven however we also recognise a motivational role of the line managers who should encourage staff to take the initiative. Staff members are required to discuss with their line manager how the training event they wish to undertake would benefit the business.

It may be that the training would benefit other colleagues or individual employees, increasing their efficiency and thus making them more valuable to the business. The staff appraisal form will prompt employees to think in these terms when planning their development.

SHARING THE KNOWLEDGE

It is acknowledged that there is a lot of specialised knowledge held amongst Blairtummock Housing Association's staff that could better benefit colleagues and the business were it to be shared. This policy aims to encourage colleagues to share their knowledge and skills with each other. On occasions staff may be asked to share their knowledge or skills which they have gained following attendance at a course, conference or seminar. Senior staff will be expected to do more than the minimum. Such activities should be semi formal (e.g. not just sending round a paper picked up on travels), structured and prepared.

Gaining diverse knowledge and skills from colleagues can also effectively help in enhancing people's career prospects and employability.

Although all staff will be encouraged to attend the session run by their colleagues, such attendance will be voluntary. This is to reflect the fact that some of our development gains may be of little interest or relevance to colleagues. The demands of the business at any given time must also be accounted for.

RECORDING TRAINING

All staff should keep their own simple record of Blairtummock Housing Association supported training/development tackled throughout the year. Forms are issued in order to establish what staff gained from attending a course. This will also be used by the relevant appraiser in monitoring and approving requests for training throughout the course of the year. Blairtummock Housing Association employees are encouraged to discuss their development with their line managers regularly throughout the year, rather than leaving such discussions to the appraisal meetings only.

THE APPRAISAL PROCESS

In order to prompt a meaningful discussion between the staff member and their line manager as well as to help ensure that training is appropriate to the needs of the employee and business a discussion will take place each year during the appraisal process on what has been achieved from training attended in the previous year.

Appraisers and staff should work together in achieving this level of focussed development – all of which should be driven by the staff appraisal system, which in turn should heavily reflect business priorities.

Following the appraisal process the Housing Services Manager will prepare an annual training plan which will be submitted to the Staffing & Administration Sub-committee for approval, and the training budget will be approved each year by the Management Committee during the budget discussion.

COACHING

Coaching is the highest form of internal training/support. It should not be discounted but it should not be entered into glibly. Where contemplated it should be accompanied by a proper plan and expected outcomes and is best led by someone other than the staff member's direct line manager (though it is subject to the line manager's approval).

TRAINING OR EDUCATION LEADING TO FORMAL QUALIFICATION OR CERTIFICATION

In accordance with the assessment of training needs, a Line Manager may recommend or an employee may request, undertaking a course of training or education.

The Housing Services Manager will require to approve the inclusion of a proposal in the Draft Training Plan and Draft Budget, completed each year, with final authorisation being the responsibility of the Staffing and Administration Sub-Committee taking account of priorities and resources.

The Housing Services Manager will co-ordinate administrative arrangements for authorised training or education and may be consulted regarding proposals.

EVALUATION OF TRAINING OR EDUCATION

For staff studying on a day release basis, they would be given the days off in line with the requirements of the college/university. On some occasions i.e shortage of staff the Association may ask the employee to attend work on a college/university day.

If the course involves sitting exams the employee will be entitled to 1 day study leave per exam, this will not be granted if the course dates include revision days and the day off to sit the exam.

If the course is essay based assessment, no study leave will be granted.

For staff studying by correspondence exam study leave will be as above. However, they will also be allowed up to 5 days leave during each academic year to assist with researching and obtaining information.

During the term of study the Association will met the cost of one exam resit or the re-submission of an assignment. The cost of any others will have to be met by the employee.

Staff will be granted a ½ day leave for graduation ceremonies.

ASSOCIATED FORMS

The following forms have been prepared to assist the implementation of this policy:

Record of new employee induction programme

BLAIRTUMMOCK HOUSING ASSOCIATION LIMITED

NEW EMPLOYEES INDUCTION PROGRAMME

ACTION TO BE TAKEN FOR WEEK 1	BY WHOM	COVERED (Tick & Date)	CONFIRMED BY INDUCTEE (Date & Initial)
<p>1. Prior to Commencement</p> <ul style="list-style-type: none"> • Staff handbook and conditions of Service sent with offer of employment • Workplace ready for new staff member • All colleagues made aware of start date – prepared to welcome and assist new team mate • Programme for first week set down in writing • Nominated person responsible for new employee 			
<p>2. Receive Employee</p> <ul style="list-style-type: none"> • Meeting with Director (Day 1) • Give background information on Organisation, mission/structure etc. • Complete personal records (Day 1) • Introduce to other staff (Day 1) • Tour of premises (Day 1) • Working hours/breaks and facilities explained (Day 1) • Salary administration (Day 1) • Expected standards of behaviour/performance (Day 1) 			

<ul style="list-style-type: none"> • Absence reporting procedures (Day 1) • Discipline & Grievance procedures (Day 1) • Organisation's communication & consultation arrangements • GDPR • FOI 			
<p>3. Briefing on:</p> <ul style="list-style-type: none"> • Work of section • Details of employee's job, including main and associated tasks • Standard of work expected • Issue contract of employment and Health & Safety Policy • Personal Safety 			
<p>4. Conditions of Employment explained</p> <ul style="list-style-type: none"> • Discuss with and explain the contents of the written statement of main terms and conditions of employment • Ensure understanding of disciplinary and grievance procedures and company rules • Employee representation 	T.U. Rep		
<p>5. Safety and First Aid – for all staff – priority for <u>day 1</u> for staff who have to carry out home visits</p> <ul style="list-style-type: none"> • Explain provisions of Health & Safety Policy • Fire drill and alarm • Use of extinguishers etc. • Accident reports 			

<p>6. Discuss outline training programme</p> <ul style="list-style-type: none"> • Equal Opportunities Policy 			
--	--	--	--

ACTION TO BE COMPLETED BY END OF WEEK 4	BY WHOM	COVERED (Tick & Date)	
<p>Education, Training and Promotion</p> <ul style="list-style-type: none"> • Training opportunities, facilities, Courses • Policy on day release • Assistance with course fees • Appraisal • Opportunities for advancement 			
<p>Detailed Information on Organisation</p> <ul style="list-style-type: none"> • Tour of Area (Timescale depending on Post) • Work of other sections: <ul style="list-style-type: none"> - Administration - Housing Management - Development - Maintenance - Finance • Neighbouring developments, landlords • Organisations in Scottish Housing and Relevant local and statutory bodies • Future developments • Brief historical comments 			

REVIEW TO BE COMPLETED BY END OF 3 MONTHS	BY WHOM	COVERED (Tick & Date)	
<ul style="list-style-type: none"> Assess performance, indication and identify additional sessions if required 	Housing Services Manager		