



"Offering our community more than a home"

Staff and Volunteer Training and Development Policy

Management Committee submission:	25 September 2018
Last Approved:	25 August 2015
Date Approved:	25 September 2018
Next Review date:	September 2021

CHA Objectives:	<p>To ensure that our resources are adequate to deliver our objectives by investing in our people, demonstrating value for money and through robust procurement practices.</p> <p>To promote social inclusion by applying principles of equality and diversity to everything we do.</p>
Regulatory Standards:	<p>The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.</p> <p>The RSL manages its resources to ensure its financial well-being and economic effectiveness.</p> <p>The governing body and senior officers have the skills and knowledge they need to be effective.</p>

This policy can be made available on request in a variety of different formats, such as on tape, in large print and translated into other languages.

CLYDEBANK HOUSING ASSOCIATION LIMITED STAFF AND VOLUNTEER TRAINING & DEVELOPMENT POLICY

Clydebank Housing Association is committed to investing in its people to ensure that every all staff and volunteers have access to training relative to the functions he/she is employed to perform. As well as contributing to their own self-development, access to training will deliver clear benefits to the Association's tenants and other customers via high levels of service delivery and professionalism. The Association has demonstrated this commitment by retaining Investors in People Gold in July 2018.

In addition to specialist training, all staff and volunteers must be adequately trained to ensure compliance with current legislation and best practice, e.g. Housing legislation, Scottish Housing Regulatory guidance, Health and Safety and Equalities in order that it can deliver its mission and 7 core objectives.

To this end, it is recognised that there must be continuous access to relevant training for Staff members and volunteers within Budget parameters.

Policy principles

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

- Ensure fairness, clarity and consistency for all its staff members and volunteers.
- 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 the Association's staff members with their continuous professional development.
- Assist a development discussion between staff and their line managers during appraisals.
- Promote consideration of alternative methods of training to attending courses and conferences.

The Association subscribes to the following agencies:

- SFHA
- SHARE
- EVH

In order to achieve value for money, any necessary training would normally be arranged via these agencies; however, other training facilitators will be used depending on availability of courses.

What counts towards training and self-development?

All training and development activities, including, courses, self-learning, job shadowing, reading and self-guided learning, attending sessions run by the Association and its colleagues, etc. will count. Staff are encouraged to consider various methods of training, in light of their suitability for the purpose and to suit individual preferences. Health and safety and how to (operating new equipment etc.) sessions will not be counted as personal development for this policy.

Training Procedure

The Management Committee will review/approve annually the amount to be allowed for staff and volunteer training in the budget for the year and expenditure will be monitored on a quarterly basis through the management accounts.

Training programmes and/or calendars will be displayed in the main office and on the Intranet and the Finance and Corporate Services section, subject to the following authorisation, will make bookings:

- Individual staff members and volunteers should obtain the prior approval of their Section Head or the Chief Executive for all training sessions from any of the agencies specified above. Training will be authorised in line with approved Budgets
- Formal training through day release or block release will require to be approved by the Management Committee via the Budget setting process or via the Finance and Corporate Services Sub-Committee as and when training identified and the checking of Budget availability throughout the year. Upon approval, the undertaking per the Association's Conditions of Service must be completed by the employee and returned to the Chief Executive to be inserted into their personnel file.

Training Needs Assessment

The training needs of every employee and volunteer will be assessed by the Chief Executive, or Head of Section, initially at commencement of employment. This assessment will form part of the induction process, detailed in Appendix 1.

Thereafter training needs will be identified during the staff and volunteer appraisal process, which will be carried out annually between November and January. This will allow individual Training and Development Plans to be drafted which will enable an accurate allocation of resources to be incorporated into the budget for the following financial year.

The Training and Development Plans will be amended by the Chief Executive, subject to the availability of budgeted resources and where resources required out with Budget, approval from the Finance and Corporate Services Sub-Committee will be sought.

Informal 'follow up' meetings will be held approximately six months after the annual appraisal in order to monitor progress and the effectiveness of the Training and Development Plans.

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 attached

staff development form will prompt employees to think in these terms when planning their development.

Coaching

Coaching is the highest form of internal training/support. Where contemplated it will be accompanied by a proper plan and expected outcomes and will be led by someone other than the staff member's direct line manager (though it is subject to the line manager's approval).

Sharing the knowledge

It is acknowledged that there is a lot of specialised knowledge held amongst the organisation's staff that would benefit colleagues and the business if shared. This policy aims to encourage colleagues to share their knowledge and skills with each other. Each staff member should aim to provide 2 days of their time each year to share knowledge for the greater benefit of the staff. Senior staff will be expected to do more than the minimum. Such activities will be semi-formal (e.g. not just sending round a paper picked up on travels), structured and prepared. It is recognised that 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.

Evaluation and Return on Investment

The benefits of training will be monitored on an ongoing basis by means of the annual appraisal process and 'follow up' procedure. The pro forma Learning Contract (Appendix 2) should be completed for each training course to be undertaken by an employee and the relationship between the Association's business objectives and the individual objectives of the employee should be stated.

On completion of the specified training, parts 4, 5 and 6 of the Learning Contract should be completed in order to assess the effectiveness of the training and to identify the need for any necessary further training or support. Additionally, an annual return on investment report will be prepared in conjunction with the annual Staff Appraisal report to the Management Committee to further analyse the Association's return on investment/benefits of all training undertaken in the period.

Recording training

All staff should keep their own simple record of Clydebank HA's supported training and development undertaken throughout the year. Forms are provided to complement this policy. This will also be used by the relevant appraiser in monitoring and approving requests for training throughout the course of the year. 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.

Associated forms

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

- Record of training and development undertaken form . Appendix 3
- Record of training and development delivered form . Appendix 4

Equal Opportunities

Our commitment to equal opportunities and fairness will apply irrespective of factors such as age, disability, gender reassignment, marriage, and civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation.

For Office Use Only – Actions required/completed

Customer Consultation Required/Arranged	No
Intranet Update	Yes
F Drive Update	Yes
Website Update	No
Leaflet change required?	No
Newsletter Promotion?	No
Other information updated, e.g. posters, automatic email responses, post cards, answering machine messages, etc.	No
Equality Impact Assessment completed	Yes

APPENDIX 1

INDUCTION COURSE

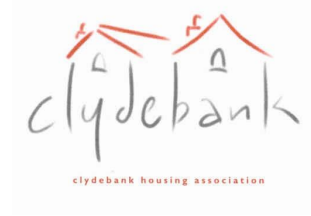
All new staff and volunteers of Clydebank Housing Association must undertake to complete an induction course for a variety of reasons, mainly: -

1. To understand the aims and objectives of the Association
2. To comply with the Association's Health & Safety policy
3. To develop an understanding of the Conditions of Service, including disciplinary and grievance procedures
4. To develop an understanding of General Office Procedures
5. To confirm their understanding of their own duties and responsibilities
6. To gain a basic knowledge of the duties and responsibilities of other staff
7. To identify any immediate training needs of the new employee

It is envisaged that the course will begin on the commencement date of the new employee/volunteer and should take no more than two days to complete. However, depending on the work commitments of the staff involved, some parts of the course may have to be deferred to a later date.

The following programme is intended to ensure that all of the course is completed within a reasonable timescale and will also serve as a record of training given and training needs identified: -

Appendix 1



Clydebank Housing Association Limited Induction for new staff DAY1/WEEK 1

SUBJECT	TRAINER	APPROX. DURATION	SIGNATURE
1. AIMS & OBJECTIVES Review Aims & Objectives Staff and committee structures Development Wider Role	Chief Executive	15 mins	
2. CONDITIONS OF SERVICE/ DECLARATIONS Review Conditions of Service Pension scheme Trade Union membership, Discipline & Grievance procedures Code of Conduct Declaration of Interest Equal Opps and disability awareness IT Policy Equipment usage Mileage . insurance business use Procurement & budget holders Data Protection and Information Security Policy Dignity at Work Policy	Chief Executive	45 mins	
3. New Employee Pro-Forma (complete and return to Finance)	Finance	N/A	
4. HEALTH & SAFETY Tour of office Location Fire exits	H & S Admin.	30 mins	

Fire extinguishers Spillage kit First Aid box Accident book Fire alarm call points & panic alarm call points Introduction to First Aider and H & S administrator Receive a copy of Fire Action Procedure			
5. GENERAL OFFICE PROCEDURES Review hours of working Flexi-time rules Timesheets Applications for leave Payment of expenses etc., refer to staff handbook Use of equipment, photocopier, mobile phones, telephones, PCs, FAX & stationery	Head of Sect.	45 mins	
6. DUTIES & RESPONSIBILITIES Review job description	Head of Sect.	45 mins	

DAY 2

7. OTHER STAFF DUTIES & RESP. Visit to every department: <ul style="list-style-type: none"> • Housing Service - Housing Management • Housing Services- Maintenance • Finance & Administration • IT and Data Protection 	Head of Sect.	30 mins 30 mins 30 mins 15 mins	
8. IDENTIFY TRAINING NEEDS Refer to training policy, identify immediate requirements and arrange via appropriate agency.	Head of Sect.	30 mins	

Name _____

Position _____

Date joined CHA _____

Date Induction completed _____

Please hand back to Chief Executive once completed – form to be inserted in personnel file.

APPENDIX 2

CLYDEBANK HOUSING ASSOCIATION LIMITED

LEARNING CONTRACT

Participant's Name _____

Appraiser's Name & Title _____

Course/Conference Title _____

Course/Conference Start Date
& Duration _____

1. COURSE/CONFERENCE OBJECTIVES

(Refer to your latest appraisal and training course objectives)

(Parts 1(a), 2(a) and 2(b) should be completed by the employee and returned to their appraiser for completion and review prior to the course being booked)

(a) What knowledge and/or skills do you intend to gain as a participant and what are the specific links to organisational and personal objectives?

(b) What do you, as **the appraiser**, hope the employee will gain from the course?

2. RELEVANCE TO JOB

- (a) In which job activities will you use the new knowledge/skills?
- (b) What immediate or future job priority or problem could you apply the new knowledge and skills?

3. AFTER THE COURSE - REVIEW

Following attendance on the course, please comment below on the way in which the course did or did not meet its stated objectives.

Employee comments:

Appraiser comments:

4. ACTION PLAN (APPRAISER)

Outline below the action to be taken to transfer learning to the workplace, including the help support and/or coaching help required from the appraiser.

Please state whether follow up/additional training is required on the subject matter and if so, appropriate details/timescales should be recorded.

6. COURSE RESOURCES

Please detail below any course material received and whether in-house training for relevant staff will be carried out?

The following to be updated following the training: -

- Individual training and development undertaken record . **Participant**
- Individual training and development delivered record - **Participant**

- Finance Training spreadsheet - **Appraiser**
- Evaluation Records to establish value for money and return on investment - **Appraiser**

All course material should be copied and placed in the Library (Training Resources Section).

Signed õ ..õ õ õ (Participant)

Signed õ (Appraiser)

Date õ

Appendix 3

Record of training and development undertaken

Employee's name:

Covering period from April year XXX to March year XXX

Key dates and number of days (part days)	What did you do and why?	What was the method of the training/development ? e.g. Which facilitator, short-term, block release, day release, etc.	How did 1) you and 2) business benefit from this? e.g. fulfilment of personal/organisational objectives, improved, service delivery, transfer of knowledge, etc.	How have/will you use this? Any further action? E.g. delivery of internal training session, coaching, etc.

Appendix 4

Record of training and development delivered

Employee's name

Covering period from April year XXXX to March year XXX

Date and number of days (part days)	What event/activity did you organise for your colleagues?	Who was involved?	How did the colleagues and the business benefit?	Any further training needs identified?