

TRAINING AND DEVELOPMENT POLICY

Policy Classification: Choose an item.

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Policy Lead:	Chief Executive Officer
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REFERENCE PAGE

Document Title:	Training and Development Policy
Aim:	
Objective:	Choose an item.
Scope of Policy:	Choose an item.
Nominated Officer:	
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Legal and Regulatory References:	
Procedural References:	
Consultation Completed:	Choose an item.
Risk Implications:	Choose an item.
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Accessibility:	Accessible electronically/online and in print. All documents can be translated and made available in audio, braille and large print versions upon request.

INTRODUCTION

Eildon Housing Association (EHA) is committed to ensuring that all staff have the relevant knowledge, skills and expertise to perform their work to consistently high standards and to develop their potential.

EHA recognises that the training and development (T&D) of our staff is fundamental to improving our performance and achieving our 5-year strategy and goals. Therefore, we will make T&D an integral part of our operations and follow a continuous process of appraisal, coaching and development.

CONTEXT

The EHA rolling 5 Year Strategy identifies six strategic objectives. These objectives can only be met through employing skilled and committed people. This policy specifies how organisational and staff T&D needs will be identified and translated into development activities for staff. In this way we will create and maintain a skilled workforce committed to continuous improvement.

GENERAL PRINCIPLES

- To provide a T&D environment where all staff are encouraged to be innovative, take initiative and continuously develop their potential within EHA, whilst ensuring that the training needs of the Association are met in the most effective way in terms of quality and cost.
- To engage all staff and encourage a coaching culture¹ to promote continuous improvement.
- To provide and support T&D to ensure employees are skilled and competent to fulfil their job role to the best of their ability thereby ensuring that employees understand their part in achieving the Association's objectives and that they are being equipped with the appropriate skills to carry out their work.
- To meet all statutory T&D requirements for staff carrying out their duties and to provide a safe working environment for all staff, tenants and customers.
- To promote and encourage effective leadership and management throughout the Association.

TRAINING AND DEVELOPMENT - NEEDS & PRIORITIES

T&D activities will be provided in response to staff needs identified through Performance Management Review (PMR). Line managers and their staff identify T&D needs jointly and record these annually in the PMR/T&D documentation. These will be collated centrally by the Training & Development Officer (T&DO) and analysed to develop annual departmental training plans.

¹ Coaching Culture: Making Coaching Work-Creating a Coaching Culture by David Clutterbuck & David Megginson CIPD IBSN 1-84398-074-6 Page xi

Priority will be given to training in essential role skills, identified from the following: job profile; mandatory training; training to support changes in legislation, operational procedures and professional standards; and Personal Improvement Plans (PIPs). Personal development and career aspirations will be met when resources can be made available. Identifying these needs and aspirations form part of the quarterly PMR discussions between line manager and employee.

All training should be approved in advance by the employee's line manager and be recorded as a need on the PMR/T&D documentation.

The CEO and Leadership Group approve EHA-wide programmes, in consultation with the T&DO, who is responsible for sourcing, contracting and evaluating corporate training programmes.

PROCEDURES AND GUIDELINES

The following Procedures and Guidelines support this Policy:

Procedures

- Training Needs Analysis (including the PMR/T&D documentation)
- Training Records
- Training Authorisation and Booking
- Assessment and Evaluation

Guidelines

- Professional training and qualifications
- Prioritising training needs and career development
- Job Shadowing
- Continuous Professional Development (CPD) Records

TRAINING & DEVELOPMENT ACTIVITIES

Induction Training

All new staff, including relief staff, will receive appropriate induction training. The T&DO is responsible for identifying immediate T&D needs, and providing Health and Safety awareness, Training induction and for staff at the developments, an introduction to the EHA IT network e.g. Intranet, Outlook, File Structure, Shared Folders.

Health & Safety Training

All staff will be given health & safety training appropriate to their job role. The need for this training will be periodically re-assessed by the line manager particularly where changes have occurred in legislation and operating procedures. Retraining and refresher training will be provided whenever necessary through a variety of media including staff supervision, team meetings, e-learning and formal training courses.

Professional Training

This will be provided to meet the essential requirements of the job profile. Employees will be required to sign a training agreement that provides for the return of costs proportionately over a 24 month period following completion of training. Additional

support may be given towards nationally recognised qualifications (known as regulated qualifications²) provided that the training is within the capabilities of the employee, agreed by the line manager through PMR, and EHA would benefit from the skill-set. A training agreement also applies.

Personal/Career Development and Continuous Professional Development (CPD)

EHA recognises the benefits of personal development through external courses, conferences, networking, on-line training such as webinars and e-learning, experiential learning from special projects, job shadowing, coaching and mentoring, etc. Employee needs will be met by a programme of blended learning where benefit to EHA can be evidenced. All employees will be provided with the tools to record continuous professional development.

Corporate Development Programmes

EHA recognises that corporate development programmes are useful tools for embedding corporate change and culture. Where appropriate these will be used to drive change in the Association and enable staff to strive for maximum performance in their roles.

COMPLIANCE & RESPONSIBILITIES

Legislation and good practice guidelines governing T&D:

- Health & Safety at Work legislation
- Regulation of Care (Scotland) Act 2001
- Adult Protection (Scotland) Act 2007
- National Care Standards
- SSSC (Scottish Social Services Council) Codes of Practice
- Care Inspectorate guidelines
- Any subsequent updates to this list.

Within EHA the Leadership Group, the HR Manager, the T&DO and all employees are responsible for implementing this policy.

The Chief Executive and the Leadership Group are responsible for implementing the Association's PMR Policy, making budget provision and reviewing the policy and training outcomes annually.

The HR Manager ensures that the PMR is operating association-wide; and that T&D activity is monitored and reported annually to the Leadership Group.

The Training & Development Officer is responsible for:

- Encouraging a positive approach to learning and development across EHA
- Producing the annual corporate training plan
- Arranging corporate training, cross-departmental and mandatory training based on the T&D needs identified through the PMR
- Facilitating individual learning needs and providing an advisory service to all departments
- Facilitating a standard approach to training

² <http://register.ofqual.gov.uk/>

- Maintaining the training database and providing statistical returns
- Monitoring corporate training effectiveness.

The Line Manager is responsible for:

- Identifying T&D as an integral part of business planning
- Agreeing the departmental/team development plan with the T&DO
- Identifying cost-effective development solutions through the PMR, coaching and supervision meetings and agreeing these with the T&DO
- Monitoring and continually evaluating the effectiveness of T&D in their team.

Employees are responsible for:

- Identifying their own T&D needs and bringing these to the attention of their line manager
- Undertaking T&D activities that improve work performance
- Managing their own T&D by keeping a record of their professional T&D activities and providing evidence of attendance; ensuring that their mandatory training and professional training requirements are kept up to date and recorded appropriately (e.g. Scottish Social Services Council (SSSC) requirements, CPD requirements, etc.)

BUDGETARY CONTROL

The Leadership Group identifies the annual budget and formulates a strategy for the deployment of training resources.

The T&DO provides an annual report of the previous year's training, reviewing costs and effectiveness; and a forecast of training costs for the coming year, to facilitate the Leadership Group's decisions.

FURTHER INFORMATION

Further information relating to the management of performance can be found in the PMR Policy.

Further information relating to professional and regulated qualifications may be found following these links:-

Care Inspectorate	CI	http://www.scswis.com
Chartered Institute of Housing	CIH	http://www.cih.org
National Qualifications Framework	NQF	http://register.ofqual.gov.uk
Register of Regulated Qualifications	Ofqual	http://register.ofqual.gov.uk
Scottish Credit & Qualifications Framework	scqf	http://scqf.org.uk
Scottish Qualifications Authority	SQA	http://www.sqa.org.uk
Scottish Social Services Council	SSSC	http://www.sssc.uk.com

COMMUNICATION & TRAINING

This Policy and the Procedures and Guidelines are included in the Eildon Staff Handbook. The handbook is accessible to all employees via the Association's Intranet or in the printed copy at each staffed location. It is intended that this Policy should be

discussed at Induction. If an employee has a query relating to this policy and the procedures they should contact their Line Manager or HR for further information.

EQUALITIES

In operating this policy, Eildon Housing Association will not discriminate between persons or groups of persons on the grounds of sex, sexual orientation or marital status, race, nationality, language or social/ethnic origin, disability, age, or other personal attributes, including religious belief or political opinions.

MONITORING & REVIEW

This Policy and the Procedures will be reviewed every 3 years by the HR Department and the Executive Team according to the HR Policy and Procedure Audit Review Schedule.