

# Staff Training and Development Policy

<b><i>Purpose:</i></b>	To establish DPHA's policy and set out our position on Staff Training and Development
<b><i>Last Reviewed:</i></b>	August 2020
<b><i>Review Date:</i></b>	03 October 23
<b><i>Guidance:</i></b>	EVH Model Policy EVH Guide to Performance Management Chartered Institute of Personnel & Development Fact Sheet Learning and Development Strategy and Policy
<b><i>Regulatory Standards:</i></b>	Standard 6: The governing body and senior officers have the skills and knowledge they need to be effective.
<b><i>Other Relevant Policies</i></b>	EVH Terms and Conditions Payments Entitlement and Benefits Policy Staff Expenses Policy Privacy Policy Equality & Human Rights policy Complaints Policy
<b><i>Date reviewed by Policy Review Working Group (PRWG):</i></b>	31 October 2023
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<b><i>Amendments</i></b>	

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## 1.0 INTRODUCTION

- 1.1 DPHA 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.
- 1.2 DPHA recognises the importance of investing in staff development through training to ensure that staff are equipped for changes in new technology, new working practices and procedures within their jobs. It also recognises that education and training play a valuable part in the development of personal potential. With these factors in mind, this Policy is designed to be an integral part of the Staff Performance Review process.
- 1.2 The objective of this Policy is also to ensure that DPHA has a culture of continual learning and development and that training provided is planned, takes account of individual requirements and is directed towards achieving DPHA's business objectives.

## 2.0 AIMS OF THE POLICY

- Clarify the responsibilities for training and development
- Ensure fairness and equal opportunity to the range of opportunities available to all staff members.
- Provide a framework for the range of methods available for training and development.
- Confirm how to access training and resources.
- Promote a culture of continual learning and development and encourage attendance to courses and conferences.
- Explain how training and development will be evaluated and monitored.

## 3.0 IDENTIFYING TRAINING NEEDS

- 3.1 Training needs are identified in four main areas:
1. **Job Specific** - Initial on the job training, supplemented over a period of time with formal training in order to assist and encourage staff to perform their duties effectively.
  2. **Personal Development** - Training to optimise the development of individuals.
  3. **Specialist/Technical** - To update skills and knowledge of all staff members.
  4. **Organisational** - To ensure the Association's staff members have the relevant skills required to achieve business goals and objectives.

## **4.0 RESPONSIBILITIES**

### **4.1 Staff**

All members of staff have a responsibility to take the initiative in enquiring about training and development where they feel they have particular needs and to undertake any training and development opportunities that may be provided.

### **4.2 Managers**

Managers are responsible for ensuring their staff are adequately trained. This responsibility includes identifying training and development needs, accepting the need to release staff for any necessary off the job training or seminars and monitoring the effectiveness of training and development . If changes in working practices are planned, Managers should consider whether fresh training and development needs are likely to arise.

4.3 Details of forthcoming training events are notified to staff as they are received.

## **5.0 PERFORMANCE & DEVELOPMENT REVIEWS**

5.1 Managers are responsible for regularly agreeing training and development needs with each staff member in the context of meeting business needs, setting targets, complying with Regulatory Standards, legal duties and good practice.

5.2 Performance Reviews take place annually for staff- The aim of the of the Performance & Development Review is to appraise the staff member in relation to the Association's goals and business objectives, to set targets and discuss development needs of the individual and the Association's requirements. It is also used to evaluate staff member's behaviour against the Association's values and behaviour competencies.

5.3 All staff have regular 1-2-1 meetings with their Manager.

## **6.0 RESOURCES**

6.1 The Association will provide the following resources to ensure that it meets staff training and development needs.

- A training budget, which is agreed annually to cover the costs of staff training and development.
- DPHA are members of various external organisations, which provide training, development opportunities and vocational training for staff.
- For Professional Study - The Association meets the full costs of the course and examination fees which are paid directly to the educational bodies/institutions. However, the fees paid are to be regarded as a loan. The loan will be written off 12 months following the end of the relevant course/examination. Should the staff member leave DPHA before the end of the 12 months, we will ask they pay the fees back based on a percentage of the fees for each month remaining.

The Association will seek to recoup the full or a proportion of the costs of fees

(detailed in your Terms and Conditions, B4) where the staff member voluntarily leaves their employment within those 12 months, or where the staff member fails to complete the course without the approval of DPHA, or the training institution has cause to ask the staff member to withdraw from the course, or where the staff member is dismissed summarily from their employment.

Individual circumstances will be taken into account where a member of staff has failed to complete the course or the staff member has been asked to withdraw from the course.

At the discretion of the Chief Executive, the Association will bear the cost of essential textbooks with all books so purchased being the property of the Association.

Training facilities, materials and equipment will be made available to staff or provided where appropriate.

## **7.0 METHODS**

7.1 Self-learning, job shadowing, networking, reading and self-guided learning are encouraged and count towards learning and development, therefore staff should consider the various methods of training available for them and which will best suit their individual preference.

### **7.2 Induction Training**

The Staff Induction process should give new staff a basic overview of the Association, its services and provide an introduction to the job they are required to do, with clear procedures, timescales and expectations.

An induction checklist forms the basis of the induction training programme and will be completed by the staff member, Corporate Services Team and the ~~Team Leader~~ Manager within the first few weeks of employment. On completion, the checklist is signed by both the staff member and the Manager and is retained within the staff member's personnel file. The staff member may wish retain a copy for future reference. Initial training and development requirements will be discussed and agreed at this stage.

### **7.3 Professional Study**

Assistance will be provided to staff members who pursue a course of study directly relevant to their work. These courses normally lead to professional qualifications, diplomas or degrees and may be followed either by day release study or a distance learning course. In all cases, approval for attendance will be subject to budgetary restraints and authorised by the Chief Executive. The staff member bears the cost of non-essential textbooks and resources.

### **7.3 Day Release Courses**

Paid leave is allowed for attendance on day release courses and for attendance at examinations, plus, where mandatory, up to one week in any year for attendance on a block study course.

#### **7.4 Distance Learning**

The full cost of the course will be paid along with books and examination fees. Where the course is monitored by continuous assessment rather than by examination, the Association allows paid leave of one day per module up to a maximum of 5 days study leave per year.

#### **7.5 Work Based Qualifications**

All staff members are encouraged to obtain a Scottish Vocational Qualification where appropriate. Details of SVQ's available can be obtained from the Chartered Institute of Housing (Scotland) and other training organisations. The Association allows for paid leave to attend external workshops that are related to the assessment.

#### **7.6 Professional Subscriptions**

The Association will reimburse annual fees paid by staff members for membership of professional institutions subject to the following criteria:

- Membership must be directly relevant to the work of the Association.
- Only one set of fees will be reimbursed where the staff member is a member of more than one institution.
- Payment will be made directly to the institution or to the staff member on receipt of payment.
- All care staff are required to be registered with Scottish Social Services Council.

#### **7.7 Short Courses**

Staff members who wish to attend any training event should first consult their Manager. The Manager will consider the relevance of the proposed training and the impact on staff cover, if any, on the Team in which the person undertaking the training works, while they are out of the office at training. Attendance at short courses will require the approval of the Manager/ Chief Executive. Staff members should share their learning with the rest of their team on an ongoing basis.

#### **7.8 Continuing Professional Development (CPD)**

Where staff members are members of any relevant professional body, the Association will support and encourage staff members to maintain a CPD Log. Most professional bodies such as the Chartered Institute of Housing, Chartered Institute of Personnel & Development offer its members CPD packs.

7.9 Failure to make satisfactory progress on a course of study may give rise to the Association reclaiming the amount of fees loaned (see section 6 above). Satisfactory

progress will not necessarily be determined by level of achievement alone. Contributing factors such as, non-attendance or the deliberate non-submission of required work, being asked to leave the course by the course provider will also be taken into account.

## **8.0 MENTORS**

All staff who are undertaking recognised qualification courses will have regular meetings/discussions with a designated person within the Association who will mentor and support the member of staff during the period of their studies.

## **9.0 EVALUATION**

9.1 Evaluation of training and development is reviewed in line with individual training and development plans and the Association's business plan and objectives.

### **9.1.1 Pre and Post Training Evaluation**

Prior to attending any form of training each staff member will be given a Pre-Training Request Form. The pre-training/evaluation form ensures that the staff member is aware of what the expected outcomes of the training course will be as well as knowing which objectives in their Training and Development Plan the training is aimed at meeting.

Following attendance at the course, the Post Evaluation Form will be completed, and passed to the Corporate Services Team who will update training records accordingly. Any future action/training will be agreed with the staff member's Manager.

The post evaluation process enables the Association to evaluate to what extent the training outcome has been met.

## **10.0 PERFORMANCE MONITORING**

10.1 Training records, including evaluation forms/reports for all staff members will be held in a central staff training folder maintained by the Corporate Services Team. The Corporate Services Officer will provide quarterly reports on training attended to the Leadership Team, and will provide a six-monthly report to the Staffing Committee.

10.2 The training register will normally be presented to the Board of Management at the end of the financial year.

## **11.0 EQUALITY AND HUMAN RIGHTS**

11.1 We are committed to promoting an environment of respect, understanding, encouraging diversity and eliminating discrimination by providing equality of opportunity for all. This is reflected in our Equality and Human Rights Policy.

## **12.0 DATA-PROTECTION**

12.1 We will treat personal data in line with our obligations under the current data protection regulations and our Privacy Policy. Information regarding how data will be used and the basis for processing data is provided in our Employee Fair Processing Notice.

### **13. EQUALITY AND HUMAN RIGHTS**

13.1 We are committed to promoting an environment of respect, understanding, encouraging diversity and eliminating discrimination by providing equality of opportunity for all. This is reflected in our Equality and Human Rights Policy.

### **14. DISSATISFACTION**

14.1 Any employee not satisfied with the implementation of this Policy can in the first instance raise their concerns with their manager or the senior officer dealing with the situation. If the employee remains dissatisfied, they should refer to the Association's Grievance Policy and procedures.

### **15. REVIEW**

15.1 This policy will be reviewed by the Board every 3-years or earlier if required.