



Training Policy- Staff

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1. Introduction

As an Investor in People Gold employer, Elderpark Housing Association has an excellent track

record for actively encouraging employees to develop their skills and knowledge to benefit themselves, and the organisation. It is acknowledged that training and development are best self driven by individuals, although management and the Business Plan have a role to play in encouraging individuals to take the initiative.

As part of the association's commitment to continued staff development, Elderpark from November 2013, has introduced a Skills Audit (**appendix 2**) for all employees which will be carried out on an annual basis.

With the introduction of a skills audit, and integrating with the annual staff appraisals (**appendix 3**), the association will continuously be updating its staff development and organisational skills.

2. Strategic Perspective

2.1 The primary purpose of the association's training function will be to ensure that the

association's aims and objectives are met. In order to place this into a strategic context, the undernoted principles have been established.

2.2 An organisation skills audit and development plan will be reviewed on an annual basis.

2.3 The training provision will be focused on the specific needs of the organisation identified through the association's Business Plan which will be determined by the findings of the annual skills audit and staff appraisal.

2.4 Training will be resourced through the detailed, departmental training budget, approved annually by the management committee.

2.5 All new employees 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 4**)

2.6 To provide training and development to enable employees to perform their current job effectively.

2.7 To ensure that training and development accords with equality of opportunity.

3. Definition

3.1 Training is defined as any activity aimed at enhancing the skills and knowledge of anyone connected with the association.

To meet employee training and development needs in the most effective way by using a variety of internal and external training methods. This includes the following:

- **Induction**
- **Courses arranged by recognised training providers, external and internal**
- **Training sessions arranged "in-house" on specific subject matter and or**

the

association's own policy development and reviews.· E-Learning

- Attendance at further education establishments in pursuit of formal academic qualifications
- Coaching and mentoring
- Attendance at conferences
- On the job training

3.2 The term “development” covers the following:

- All items in 3.1 above
- Continuing professional development
- Inclusion in working parties
- Projects
- Covering for colleagues

4. Annual Analysis of Training Needs

4.1 An annual Skills Audit will be carried out by the association to determine the organisational, departmental and employee training requirements and linked to the annual appraisal in October to identify any training / development requirements.

4.2 Personal development plans will be put in place for all employees. Staff appraisal reviews will be conducted once a year. Monthly staff work plans may also highlight possible training needs.

4.3 From the above, training priorities will be set and incorporated into the annual training budget.

4.4 Thereafter managers will be responsible for ensuring that training is delivered to specification and monitored for effectiveness.

5. Interim Training Planning

5.1 An annual Skills Audit has its limitation in that being a snapshot in time it will not be able to predict changes that arise through demands of operating our services, legislative or best practice changes.

5.2 Any training / development needs identified out-with the annual Skills Audit will be processed through the training request procedures (**appendix 1**) and reflected in the revised training budget if required.

5.3 An Organisation Skills Audit and development plan will be reviewed on an annual basis and incorporated in the association's business plan.

6. Vocational / Professional Qualifications

In accordance with the Skills Audit / staff appraisal, a line manager/ director may recommend or an employee may request, undertaking a professional qualification.

6.1 At the committee's discretion, and for appropriate courses (such as those leading to technical or professional qualifications), up to 100% financial assistance may be given with approved costs and fees. Such fees will be paid directly to the educational bodies/institutions.

6.2 Rules applicable to such funding are as follows:

The fees paid are to be regarded as a loan. The loan will be written off 12

months following the relevant course. The Association will have the right to require the employee to refund the full or a proportion of the cost of fees (as outlined in the undertaking appended to this policy) where the employee voluntarily leaves their employment within those 12 months, or where the employee or the training institution prematurely terminates their course or where the employee is dismissed summarily from their employment.

6.3 Withdrawal from a course will result in repayment of the fees paid on the basis above, unless:

- the employee, on presentation of written justification, has obtained the committee's agreement to withdrawal,
- the employee has had to withdraw due to long-term sickness, maternity leave or redundancy.

6.4 Leave of absence with pay will be granted to employees to enable them to sit examinations for courses approved by the Management Committee. Such leave with pay will include the previous half-day (where the examination itself lasts half a day) or the previous day (where the examination is over a full day).

7. Professional Subscriptions

The Association will reimburse annual fees paid by employees 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 employee is a member of more than one institution.

8. Responsibility

The objective of providing properly assessed and planned training is to improve the running of the association and ability of staff to meet the requirements of their posts.

Therefore, whilst training will be regarded as a co-operative and consultative activity, staff selected for training by their line manager will be expected to attend training events as an integral part of their job.

9. Training Records

All bookings and confirmations for training courses will be recorded and controlled by the Administration officer. All employees should keep their own record of training and development during the year. All employees are encouraged to discuss their development with their line manager or director regularly throughout the year, rather than leaving such discussions to the skills audit / appraisal meetings.

10. Training Report

Every six months a training summary will be submitted to each line manager and Director and the training will be monitored against each department's skills audit. A full training report will be presented to committee on an annual basis.

11. Review

This policy will be reviewed every 3 years, the next review being due in October 2018. An interim review may take place in the event of changes to good practice, or regulatory requirements.