



Putting People 1st

Training & Development Policy

S.21

Reviewed

27 January 2022

Date next due for review:

October 2024

This policy document can be produced in various formats, for instance, in larger print or audio-format; and it can also be translated into other languages, as appropriate.

Our equality and diversity policy statement describes our key equality commitments that we use to develop all organisational services; this includes employment services and services to tenants and other customers.

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The Scottish Housing Regulator Reg. No: HAC231; Registered Scottish Charity No: SC038237; FCA Reg. No: 2375R(S); Property Factor Reg. No: PF000151



Terms Of Reference

- Equalities Act 2010
- EVH Model Policy Document (Sept 14)
- EVH Terms & Conditions of Employment
- SFHA Code of Conduct for Staff
- Regulatory Standards of Governance & Financial Management
- Behaviours Framework
- Investors in People (IIP)

Linkage to Internal Management Business Plan & Regulatory Standards

- Business Plan:
 - Section 3: Mission, Values and Objectives
 - Section 4: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
 - Section 11: Standards of Governance & Financial Management Compliance
- Regulatory Standards:
 - Standard 4 - The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.
- To ensure that the Association is an employer of choice.

Risk Factor

- Inadequate or inappropriate training and development of staff can lead to:
 - Service delivery failures;
 - Staff wellbeing issues.

Financial/Budgetary Implications

- Cost of training – need to ensure appropriate and value for money. Budget provisions made for training.

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Introduction

Pineview 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 as well as work colleagues. 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.

Equality & Diversity Statement

The Association's Equal Opportunity and Diversity policy outlines our commitment to promote a zero tolerance to unfair treatment or discrimination to any person or group of persons, particularly on the basis of any of the protected characteristics. This includes ensuring that everyone has equal access to information and services and, to this end, the Association will make available a copy of this document in a range of alternative formats.

Policy Principles

The Association's Training and Development Policy aims to:

- Ensure fairness, clarity and consistency for all Association 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 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.

Policy Conditions

Training Parameters

This policy introduces clear parameters for staff and management to follow in terms of the expected and allowable level of personal development. A minimum of 3 full days and a maximum of 9 full days per annum (pro rata for part time staff) is the norm adopted by the Association. These levels will not be breached except in exceptional circumstances and with the prior agreement of the line manager.

What counts towards training and self-development

All training and development activities, including conferences (apart from Pineview run events), courses, self-learning, job shadowing, reading and self-guided learning, attending sessions run by Pineview 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.

Relationship with the Training Budget

Applications for training/conference fees to be subsidised fully or partially by the Association will be subject to availability of funds in the training budget. In respect of formal qualifications, the Association will meet the cost for course and examination fees, the employee will bear the cost of travel, books and any other expenses.

The Role of the Manager in the process

It is acknowledged that personal development is self-driven however we also recognise a motivational role of the line managers who should encourage their 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 development and performance review (SDPR) form will prompt employees to think in these terms when planning their development.

Sharing the knowledge with work colleagues

It is acknowledged that there is a lot of specialised knowledge held amongst the 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. Each staff member should aim to provide colleagues with approximately 1 full day of their time each year to share knowledge for the greater benefit of the workgroup. 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 may 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 development activities undertaken and delivered

All staff should keep their own simple record of Association supported training/development tackled 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. 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.

Finance & Corporate Services will maintain an organisational record of all staff training and development undertaken for HR purposes.

The link with the appraisal process

In order to prompt a meaningful discussion between the staff member and their line manager as well as to help achieve the targets set by this policy, the targets for training and development activities have been incorporated into the Association's standard appraisal form. 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.

Link to 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).

Monitoring & Review

Monitoring and management of staff training will be delegated to staff.

This policy will be reviewed at least every three years to ensure it continues to meet the requirements of the Association or where EVH issues a revised Training & Development Model Policy, whichever is sooner.

Associated Forms

The following form has been prepared to assist the implementation of this policy:

- Record of training and development undertaken form – Appendix S.21a
- Training Request Form – Appendix S.21b