

**Training & Development Policy**

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| **Policy Manual Section:** | Governance |
| **Policy Number:** | HR27 |
| **Scottish Social Housing Charter Reference:** | 1,2,3 |
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| **Govan Housing Association can provide this document on request, in different languages and formats, including Braille and audio formats.** |



1. **Introduction**

1.1 Govan Housing Association 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. 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.

**2.0 Policy principles**

2.1 Govan Housing Association’s Training and Development Policy aims to:

* Ensure fairness, clarity and consistency for all Govan Housing Association’s 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 Govan Housing Association’s 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.

**3.0 Policy conditions**

**3.1 What counts towards training and self-development**

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

**4.0 Training budget**

4.1 Applications for training/conference fees to be subsidised fully or partially by Govan Housing Association will be subject to availability of funds in the training budget.

**5.0 The role of the line manager**

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

**6.0 Sharing the knowledge**

6.1 It is acknowledged that there is a lot of specialised knowledge held amongst Govan Housing 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. 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 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.

**7.0 Recording training**

7.1 All staff should keep their own simple record of Govan Housing Association supported training/development tackled throughout the year. Forms are provided to complement this policy at the end of this document and in the format of the employee’s annual training logs with the respective evaluations and benefits of the training recorded. These will also be used by the relevant appraiser in monitoring and approving requests for training throughout the course of the year. Govan Housing Association employees are encouraged to discuss their development with their line managers regularly throughout the year, rather than leaving such discussions to annual appraisal meetings only.

**8.0 Appraisal process**

8.1 In order to prompt a meaningful discussion between the staff member and their line manager as well as to help achieving the targets set by this policy, the targets for training and development activities will be incorporated into the Association’s standard appraisal form. Appraisers and staff should work together in achieving this level of focused development – all of which should be driven by a staff continual appraisal system, which in turn should heavily reflect business priorities.

**9.0 Coaching**

9.1 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).

**10.0 Associated forms**

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

* Record of training and development undertaken form – Appendix A
* Record of training and development delivered form – Appendix B

Appendix A

**Record of training and development undertaken**

Employee's name

Covering period from *month year*  to *month year*

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| **Key dates and number of days (part days)** | **What did you do and why?** | **What was the method of the training/development?** | **How did 1) you and 2) business benefit from this?** | **How have/will you use this?**  **Any further action?** |
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Appendix B

Record of training and development delivered

Employee's name

Covering period from *month year*  to *month year*

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| **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?** |
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