

*Creating affordable  
homes and empowering  
communities*

# Staff Training and Development Policy

<b>CONTROLLING AUTHORITY: Director of Corporate and Customer Services</b>		<b>POLICY NO: 48</b>
<b>ISSUE NO: 5</b>	<b>STATUS: Live</b>	<b>DATE: April 2017</b>
<b>AMENDED: Substantial review to recognise commitment to OD delivery</b>		<b>REVIEW DATE: April 2018</b>



**making a splash**  
in the areas we serve

## **STAFF TRAINING AND DEVELOPMENT POLICY STATEMENT**

- 1.0 As a high performing organisation with an ambition to continue to deliver excellent service, it is the Company's policy to encourage staff to undertake training which relates to their work in order to improve the individual's job performance and organisational service delivery.
- 1.1 In addition, and in recognition of the need to develop and deliver the Organisational Development strategy for longer term talent management within the organisation at all levels, a dedicated programme of training has been devised for a new trainee cohort.
- 1.2 Members of the Company's Board of Management and Participating Customers are also encouraged to undertake training appropriate to their own needs and requirements.
- 1.3 Staff are expected to identify their training needs as part of an annual assessment of training needs through the performance review mechanisms. The training needs of staff are incorporated into the Company's annual training budget.
- 1.4 The Company has a fixed budget available to meet identified training needs. In order to assess priorities, account is taken of whether an individually identified training need:
- will help the Company fulfil its aims/priorities objectives, organisation and manpower requirements for the years ahead
  - is in the medium to longer interest of the Company
  - is a purely personal need, which the Company ought to seek to fulfil in the longer term
  - ensures that the Company is able to respond effectively to the environment in which it operates
  - staff are equipped with the knowledge and skills to enable them to play a positive role in achieving the objectives of the Company and carry out their jobs to the required standard
  - assistance is given with personal and career development of staff by developing their abilities within an agreed development programme
- 1.5 All steps are taken to ensure the Equal Opportunities Policy is implemented with regard to training

## **2.0 MEETING TRAINING NEEDS**

- 2.1 The Company aims to meet the training needs of employees in a number of ways and will provide relevant training and education for all levels of staff through an annual training budget held within teams and corporately.

### **3.0 INDUCTION**

- 3.1 All employees and staff transferring to a new job within the Company will receive appropriate induction training which can be tailored to suit the individual's needs or particular job requirements. This will be arranged by the HR team or nominated deputy and will always commence within the Customer Service Centre.
- 3.2 A comprehensive induction pack will be created for every role and whilst bespoke to that role, will include the review and completion of a significant number of corporate obligations
- 3.3 New starters are required to complete their corporate training which includes H&S training requirements determined by their role and position within the business. Successful completion of this training is the passport to work and employees are required to ensure that all courses are kept up to date.
- 3.4 It is each employee's responsibility for ensuring that their training modules are up to date. Failure to undertake this training and remain compliant will result in an individual losing their passport to work. An employee without a passport to work will be unable to work and will then not be paid until they have regained their passport to work and successfully completed their training. Deductions from pay will be based on the length of time an individual has not been compliant.
- 3.4 Every effort will be made to ensure all staff understand the work of the Company and how they fit within it, within their new role.
- 3.5 It is expected that the time set aside for Induction will be one month for staff however for those roles specifically linked to the delivery of the Organisation Development Strategy, as with the trainee cohort, this will be significantly longer.
- 3.6 On the day of commencement, H.R. will ensure that a new staff member is:-
- met, welcomed and introduced to their immediate colleagues and other appropriate staff
  - made aware of office facilities and arrangements, such as toilet and kitchen facilities, car parking, lunchtime, telephone and post arrangements
  - given an overview of the organisation and its management structure
  - provided with an opportunity to talk through their roles and responsibility statement
- 3.7 During the remainder of the first week, the HR will, as appropriate:
- arrange meetings with relevant colleagues and visits to sites or schemes
  - arrange time to be spent with a colleague doing the same or a similar job

- arrange for the new staff member to become familiarised with the Company's Standing Orders and Procedural Manuals, especially in so far as they relate to the role and responsibilities of the new staff member
- ensure that new staff members are provided with an overview of the organisation, its management structure and the role and responsibilities of other functional areas
- provide further opportunities for the new staff member to raise questions and deal with any problems that may have arisen

There is a specific 2 year programme designed to integrate a cohort of trainees. Those recruited to that programme will follow a specific method of induction and orientation to the organisation.

#### **4.0 CONTINUOUS LEARNING AND DEVELOPMENT**

4.1 All Staff are required to complete:

- Corporate Training through the Learning Management System (LMS) as determined by their role, within the first month of employment. This is an individual's passport to work and all staff are required to remain compliant at all times. This involves successfully completing training modules before they fall out of date. The LMS provides timely reminders that training is required.
- Failure to comply with these requests results in the individual losing their passport to work and as a consequence, losing their pay a consequence of not being able to work. Pay will be suspended for the period of time that an individual does not hold their passport to work.
- MGI Training – To Be the Best that We Can Be - within the first 6 months of employment and refreshed as the company determines. This is provided and arranged by the Company
- Safeguarding Training – within the first 6 months of employment and refreshed as the company determines. Provided and arranged by the Company

#### **5.0 PROFESSIONAL QUALIFICATIONS AND PUBLIC EXAMINATIONS**

5.1 Staff may be eligible to receive assistance from the Company to enable them to follow a course of study leading to a professional qualification or to improve or learn a new skill. Such a course must be of benefit to both the staff member and the Company.

The following assistance may be given:

- the fees for the approved course of tuition
- the examination fee, including exemption fees where applicable
- limited time off with pay in exceptional circumstances. In view of the small number of staff in the Company's office, attendance at day release courses would seriously affect service delivery. Staff are therefore normally expected to study by correspondence where that option is available, or at an evening class.

- the cost of transport will only be paid where the travel costs involved exceed those normally incurred in travelling from home to work. The 'excess' element only will be paid.
- a maximum of five days 'study leave' immediately before an examination. Examination leave is calculated on the basis of one day's paid study leave per examination paper to be taken. Staff wishing to take additional study leave must use their annual leave entitlement.
- time off with pay to sit the examination. Staff are allowed to take the whole day as 'examination' leave, except where the examination takes place in the morning and there are no further papers to be taken during that examination period for that course of study. After the examination, staff may either come in to work or take annual leave. If, given the location of the examination centre and the employee's normal place of work, it is not reasonably practicable to return to work, staff will be allowed time off with pay. Staff must agree what is the appropriate course of action to take with their Director before taking examination leave.
- a 'book grant' **may** be available towards meeting the costs of essential books. The purchase of books must be agreed in writing in advance and be supported by the course reading list. Once approved, claims must be supported by a receipt. Applications for a 'book grant' should be made to the Chief Executive.
- Once an employee has completed the course of study or has no need for the books or leaves the Company, the books should be returned to HR for the Training Library. All books paid for by the Company for study become the property of the Company. The Company reserves the right to deduct from the employee's salary the cost of books or other study material purchased and not returned. An employee should check whether a book is available from the Training Library before considering making a book purchase.
- When an employee fails all or part of an examination, he/she will be required to pay the cost of any re-sit fees and meet the costs of further tuition as appropriate.
- Each application for professional training is treated on its merits, bearing in mind the Company's short and long term needs and requirements.
- Applications to undertake a particular course of study should be made in writing to their Line Manager in the first instance or raised at the first available 1-2-1 giving the reasons for wishing to undertake the particular course, enclosing a copy of the prospectus and details showing the duration of the course, the costs of tuition and examination fees, entrance fees and annual subscription to the professional body, where appropriate. Where possible give the name of the college and, where day release is involved, the day of the week the course takes place and the dates of the terms. All requests should be made as early as possible, prior to the beginning of the academic year in September/October, and should be supported by the staff member's manager.

- On receiving a request, their manager will discuss the proposal with the member of staff, and their Line Manager. If the course is not approved a formal written letter, giving reasons for the decision, will be provided.
- If an employee leaves the Company before completing an approved course of study, the Company reserves the right to deduct all or part of any fees or subscriptions paid by the Company from his/her salary.

## **6.0 EVENING CLASSES**

- 6.1 The Company will consider reimbursing the costs of attendance at evening class where the course is directly work related. Applications should be made in writing in advance of the beginning of the academic year to the the HR team or nominated deputy, giving reasons for wishing to undertake the course of study, supported by the staff member's manager.
- 6.2 Course fees will be refunded at the start of the academic year/course.

## **7.0 CORRESPONDENCE/OPEN UNIVERSITY/OPEN LEARNING**

- 7.1 Exceptionally, the Company will consider contributing towards the cost of a Correspondence Course/Open University/Open Learning Programme.
- 7.2 Applications should be made in writing to the HR or nominated deputy and supported by the Staff Member's manager.
- 7.3 The course fees and other arrangements for correspondence courses etc. are also subject to the same regulations and conditions as for Professional Qualifications.
- 7.4 The course fees and other arrangements for Evening Classes are subject to the same regulations and conditions as for Professional Qualifications.

## **8.0 COST OF TRAVEL AND EXPENSES**

- 8.1 Staff may claim reimbursement of travel and out-of-pocket expenses incurred in connection with attendance at courses, seminars and conferences. All expense claims should be supported by receipts and approved by their manager.

## **9.0 TRAINING REPORTS**

- 9.1 Staff attending external training courses will be required to submit a brief written report on the course to the HR . Where staff are undertaking a professional qualification, a report will be required at the end of each term.

## **10.0 ASSESSMENT OF TRAINING NEEDS**

- 10.1 The Company is anxious to ensure that all staff have the opportunity to undergo appropriate training in order to improve their efficiency, effectiveness and performance and to assist their own personal development.

10.2 In order to ensure that training is both relevant and appropriate to meet the needs of individual staff members and the Company itself, an annual training needs assessment will be undertaken delivered through the appraisal process. .



## Equality Impact Assessment Initial Screening

### Staff Supervision Policy

#### Name of policy

**Staff Training and Development Policy**

#### Provide a brief summary of the aims and main activities of the initiative: (bullet points)

It is the Company's policy to encourage staff to undertake training which relates to their work in order to improve the individual's job performance and organisational service delivery.

**Completed by:** Bridget Lloyd, Director of Corporate & Customer Services **Date:** April 2017

#### STAGE 1: SCREENING

This stage establishes whether a proposed initiative will have an impact from an equality perspective on any particular group of people or community – i.e. on the grounds of race, religion/faith/belief, gender (including transgender), sexual orientation, age, disability, or whether it is “equality neutral” (i.e. have no effect either positive or negative).

**Q 1. Who will benefit from this initiative?** Is there likely to be a positive impact on specific groups/communities (whether or not they are the intended beneficiaries), and if so, how? Or is it clear at this stage that it will be equality ‘neutral’ i.e. will have no particular effect on any group? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

All staff



## Equality Impact Assessment Initial Screening

### Staff Supervision Policy

**Q 2. Is there likely to be an adverse impact on one or more minority/under-represented or community group as a result of this initiative?** If so, who may be affected and why: Or is it clear at this stage that it will be equality 'neutral'? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

We do not envisage any negative impact within any of our service delivery areas through the implementation of this policy.

This policy applies equally to all staff.

We believe that this policy is equality neutral.

**Q 3. Is there sufficient data on the target beneficiary groups/communities?** Are any of these groups under or over represented? Do they have access to the same resources? What are your sources of data and are there any gaps? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

Yes, we collect and refresh verification data annually

**Q 4. Outsourced services – if the initiative is partly or wholly provided by external organisations / agencies, please list any arrangements you plan to ensure that they promote equality and diversity.** *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

N/A

**Q 5. Is the impact of the initiative (whether positive or negative) significant enough to warrant a full impact assessment – see guidance?** If not, will there be monitoring and review to assess the level of impact over a period of time? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

We do not perceive any negative impact that would warrant a full Equality Impact Assessment.



## Equality Impact Assessment Initial Screening

### Staff Supervision Policy

Should any negative impacts be highlighted through implementation then both our Policy and EIA will be reviewed.

**Q 6. To be completed at six monthly review** Detail actions taken to assess the level of impact over a period of time, or to address any gaps in data.  
*Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

Annually reviewed – 2018 or before if there are changes to legislation