

Training and Development Policy

Compass Disability Services

Units 11 – 12 Belvedere Trading Estate
Taunton TA1 1BH

June 2016

Date for Review: June 2019

Policy Statement

In line with our Equal Opportunities Policy, Compass Disability Services is committed to identifying and eliminating all forms of discrimination, providing equal opportunities to all, promoting diversity throughout our organisation and encouraging all persons to treat each other with respect. This policy will apply equally to all staff, trustees and volunteers. Opportunities or access to training will be made available to all regardless of belonging or association to any of the protected characteristic groups as defined by the Equality and Human Rights Commission.

Introduction

Our aim is to support professional and personal growth of individuals through the acquisition of appropriate skills and competences, recognising potential and equipping everyone to address the challenge of a changing environment and demands of the organisation.

It is important to us to invest in the skills of our staff and volunteers and seek to retain such skills wherever possible. Our Recruitment Policy states that it is our intention to allow for career advancement without having to advertise available posts where existing staff have the appropriate skills and competencies to fulfil the requirements of their role.

We are committed to delivering learning experiences that are relevant and appropriate for both the individual and that fulfill the business objectives of the organisation, consideration will be given to the learning styles of each individual.

Whilst training and development is considered a key function within the organisation, affordability is paramount. Best value will always be sought when accessing external training. Best value does not always mean the cheapest as consideration also needs to be given to the quality of training and the individual needs of the trainee.

Purpose

We aim through this policy to:

- Uphold the organisations values and beliefs
- Encompass the organisations strategic priorities and objectives
- Encompass the organisations Equal Opportunities Policy
- Provide opportunities for and encourage the learning of individuals to fulfill their potential in line with their job role and personal aims
- Improve skills and knowledge of the staff, trustees and volunteers
- Increase staff, trustee and volunteer satisfaction

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- Retain a skilled workforce
- Deliver high quality services throughout the organisation

Responsibilities for Training and Development

The process of Training and Development will ensure that employees and, as far as possible volunteers, have a high standard of skill and knowledge and can adapt to the development of their role and organisational change, thus achieving a high standard of job or role performance.

Senior Management:

It is the responsibility of senior management to:

- Ensure that there is sufficient emphasis placed on the importance of investing in people and monitoring that no individual is excluded from receiving training or development on the grounds of age, gender, colour, ethnic origin, religion, grade, disability, hours worked or other criteria, which would be deemed discriminatory.
- Support line managers in equipping their staff with the required skills and knowledge to achieve their objectives and the requirements of their job descriptions. This will include mentoring, coaching, work policies, procedures, processes, induction of the employees / volunteers and managing probationary periods, as well as ongoing training to meet organisational and individual needs.

Line Managers:

It is the responsibility of line managers (or mentors in the case of volunteers) to:

- Ensure that their employees and volunteers have the knowledge, skills and abilities necessary to meet the needs of the organisation to the required standards.
- In line with the Appraisal and Supervision Policy undertake an annual appraisal of their team members each year to review individual and team objectives against the service/project's objectives. They need to agree individual training needs to meet these objectives and work with the Training Coordinator to feed these needs into the organisation's training plans.
- Ensure that training and the improvement in the individual's role in the workplace is evaluated (using the Training Request form) and fed back to the Training Coordinator in order to help determine the effectiveness of the training.

Employees:

It is the responsibility of employees, trustees and volunteers to:

- Take control of their own learning and development, such that they are able to meet the demands of their job role and future career aspirations.
- Participate in supervision meetings and annual appraisals, identifying potential training needs, undertaking any training arranged for them and applying their learning in their work role.

Training Coordinator:

It is the responsibility of the Training Coordinator to:

- Support managers in identifying staff training needs through regular supervisions, annual staff appraisal system and project requirements.
- Assist and support managers to enable them to fulfil their responsibilities regarding meeting training needs and ensuring that these needs are met in the most cost effective way.

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- Work with the Senior Management Team to produce a draft annual training plan to meet the organisation's strategy, plan and objectives.
- Provide support to managers in their role as trainers. This includes assistance and support in planning and organising a training event, sourcing training or providing on the job coaching or shadowing.
- Monitor, record and evaluate training activity being undertaken to ensure that the training budget is used to achieve value for money and a cost effective delivery of organisational objectives and personal needs.
- Provide information to include in the quarterly CEO report to trustees.

Priority for training and development will be given based on meeting the organisational objectives and improving individuals' ability to fulfill their roles within the organisation.

Organisational Induction

In line with the organisation's Induction Policy all new employees and volunteers will receive an appropriate induction to the organisation. The aim of an induction is to provide an introduction to all aspects of the work of the organisation, organisation policies and procedures and offers an early opportunity to raise questions about their role within the organisation.

Role Specific Induction

All employees and volunteers will receive role specific induction training. The aim of the induction training is to provide all employees and volunteers with the required skills and knowledge to be able to fulfill their duties as per their job/role description. It is the responsibility of the line manager (or mentor) to ensure that this is planned and implemented.

Job specific induction training is determined by the line manager (or mentor) taking into account the needs of the individual, the complexity of the role and, in the case of a new role, the evolution of the role. Therefore there is no specific timeframe by which this should be completed but priority will be given to induction training.

Statutory and Mandatory Training

We are fully committed to our obligation to deliver statutory training to employees and volunteers as appropriate. This includes;

- Health and Safety Awareness
- Fire Safety
- COSHH
- Manual Handling
- Data Protection
- First Aid at Work

We have further identified, through policy or job roles, mandatory training that all relevant employees and volunteers must attend. This includes:

- Equality and Diversity Awareness
- Visual and Deaf Awareness
- Lone Working
- Safeguarding

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- Employment Law updates

These lists are not exhaustive and may be updated to encompass changes to the law or the introduction of new roles.

On-going Training and Development

All employees and volunteers will commit to and be supported through a continual process of learning and development.

Further training and development needs are identified:

- As part of strategic and operational planning
- By the induction, supervision and appraisal processes
- Through the regular reviewing and updating of job descriptions
- By teams and individuals regularly reviewing their performance and analysing the quality and effectiveness of their work
- In line with legislative changes and demands

Training and development can be delivered in a variety ways:

- On the job training and shadowing
- Team building days involving all staff
- Formal internal and external courses/workshops/sessions
- External conferences
- Guided reading
- E-learning
- Flexible learning (NVQs)

Coaching and mentoring is recognised as a valuable tool to support training and development and is available to any learner who may benefit from it. (See the Coaching and Mentoring policy.)

Apprenticeships

After careful consideration there may be instances where the organisation considers it appropriate to offer an Apprenticeship. This will involve working with an appropriate learning provider and providing the employee with appropriate opportunities to fulfil the requirements of the Apprenticeship. Employees will be permitted to attend college and spend time with onsite assessors as required by the Apprenticeship. Completion of coursework will need to be completed within the employees own time. All apprenticeships will provide substantive training, transferable skills and competency in English and maths for all ages.

Following our investment in an Apprenticeship we aim to provide an opportunity for the Apprentice to continue their employment with the organisation. This may be through an Advanced Apprenticeship or permanent role dependent on the availability of funds and/or suitable opportunity.

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Policy Revision

This policy will be reviewed every three years and amended as necessary, or earlier in accordance with any forthcoming legislation. All employees and volunteers should pass suggestions or recommendations for the revision of any aspect of this policy through normal channels to the Chief Executive Officer.

Supporting Documents

Equal Opportunities Policy

Induction Policy and Checklist

Appraisal and Supervision Policy

Health and Safety Policy

Lone Worker Policy

Safeguarding Vulnerable People policy

Coaching and Mentoring Policy

Volunteer Policy

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