



Staff Training & Development Policy

Approved: November 2021
Next Review: November 2024

Introduction

Copperworks 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.

Policy principles

Copperworks Housing Association's Training and Development Policy aims to:

- Ensure fairness, clarity and consistency for all Copperworks 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 Copperworks 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.

Policy conditions

What counts towards training and self-development

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

Training budget

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

The role of the line manager

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.

Sharing the knowledge

It is acknowledged that there is a lot of specialised knowledge held amongst Copperworks 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. Each staff member should aim **to provide colleagues with some** of their time each year to share knowledge for the greater benefit of the workgroup. Senior staff will be expected to do more than other staff. Such activities should be semi-formal, structured and prepared.

Gaining diverse knowledge and skills from colleagues can also effectively help in enhancing people’s career prospects and employability.

All staff will be encouraged to attend the session run by their colleagues. However 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 training

All staff should notify the Corporate Governance Officer once training has been booked to allow accurate records of costs and training undertaken to be retained.

However all staff should keep their own simple record of Copperworks Housing Association’s 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. Copperworks Housing Association’s 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.

The appraisal process

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 have been incorporated into Copperworks Housing Association 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.

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).

Associated forms

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*

| 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

| 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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