



**REGISTERED NUMBER CIC 11373253**  
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# **Staff Training & Development Policy and Guidance**

Title of Policy: Staff Training and Development  
Effective Date: February 2020  
Review Date: February 2022  
Policy Number: 1  
Person Responsible: Nicola Williams

## **Introduction**

Allsorts Support Services CIC (which will be referred to as the organisation throughout this policy).

## **Purpose and Scope**

The Organisation are committed to ensuring that all staff and volunteers have access to learning, development and training opportunities which enable them to be suitably knowledgeable and skilled to carry out their role within the Organisation and to help them develop their talents in ways that fit within their role. The Organisation considers it appropriate to base training and development opportunities on the requirements of the business. Therefore, decisions about investment in staff and volunteers training and development will always be made having regard to the needs of the business as well as the individual's needs.

The Organisation regularly reviews its level of investment in staff training and development to ensure not only that adequate resources are being provided but also that training and development activity is delivering a benefit to both the staff members and the business.

The Organisation aims to ensure that:

- each member of staff understands what their work role involves
- each person is developed as appropriate, to enable them to achieve their work objectives
- staff are prepared and equipped to deal with changes within the Organisation

The Organisation believes that effective training and development benefits the individual and the company as a whole, and contributes to the achievement of the business objectives. These benefits include:

- High standards of performance
- Greater understanding and appreciation of factors affecting work performance
- Sharing ideas and dissemination of good practice

- Effective management and implementation of change
- Building strong and effective teams
- Increased motivation and job satisfaction for individuals
- Professional development
- Greater understanding of Allsorts Support Services CIC business

This policy applies to the Organisation staff members and volunteers.

## **Aims**

The main aims of this policy are to:

- Ensure that staff members are supported and enabled to meet the changing demands of the Organisation
- Facilitate staff member development and/or personal development through assisting staff to broaden, deepen and thereby further enhance their existing skill base
- Provide a working environment where continuous learning and development takes place to help staff in their roles, increase motivation and enhance staff retention

## **Principles of the Training & Development Policy**

- Training and development can be defined as an activity designed to help individuals become more effective at their work by improving, updating or refining their knowledge and skills. It encompasses a range of activities including, for example, involvement in various projects, attendance at training courses, conferences and seminars, visits to other organisations, work shadowing, formal study, coaching and mentoring.
- The Organisation believes that training and development is a continuous process. There is an expectation that staff will keep abreast of developments within their own area of expertise.
- Managers are responsible for providing support and guidance in relation to the training and development of those reporting to them, particularly in relation to the identification of training and development needs and making sure that appropriate action is taken as a result.
- Each member of staff is expected and encouraged to take ownership and responsibility for their personal development in relation to their work, within the framework of support provided by the Organisation. This includes analysing their own skills, aptitudes and

potential development needs, as well as having a positive attitude and proactive approach to development.

- Organisation will monitor and evaluate training and development activity to review and improve provision. All staff are expected to participate in the evaluation of training and development.

## **Equal Opportunities**

The Organisation is committed to ensuring equality of learning opportunity, hence no staff member will be excluded from learning on the grounds of gender (including gender reassignment), marital status, family status, religious belief, disability, age, racial grounds (race colour, nationality or ethnic origin), sexual orientation or membership of the traveller community. Part time, Fixed term staff and Volunteers will have equal access to learning and development opportunities appropriate to their role.

## **The Range of Training & Development Opportunities**

Types of Training and Development Activity There are many different types of activity that contribute to an individual's development and staff members are encouraged to consider the range of opportunities available to them.

- Some activities are undertaken with the specific aim of enhancing skills and/or imparting information. Examples of these include attending a training course, undertaking a qualification, reading and work-shadowing.
- Other activities offering the potential for development may arise in the course of normal work activity. Examples of these include being involved in a project where the individual acquires new skills or knowledge or discussing how to deal with a particular problem within their job role with a colleague which will provide "hands on" assistance to problem solving. In these situations, learning is far greater where the opportunity is identified in advance, with attention drawn to identifying the generic skills or general principles that will be developed and considering how they may be applied in other situations.

## **Drawing on the Expertise and Experience of Others**

Where possible, development activities will draw on the knowledge and skills of the Organisation's staff. This has the advantage of allowing advice, guidance and on-the-job training to be given in a way that is directly applicable to the work context, and highly relevant to the staff member. Various people may be involved in supporting and development of others; in particular a person's Manager, colleagues, networking contacts, mentors etc. Development by these means may take many forms, including, for example, one-to-one discussions, hands-on demonstrations, team meetings and coaching.

## **Responsibilities**

### **Staff Members (including Volunteers)**

Allsorts Support Services CIC believes that staff member development is most effective when the individual takes responsibility for identifying any opportunities for self development which will enhance work performance through increased skills and knowledge.

This includes taking an active role in planning one's own personal development, undertaking agreed development activities and evaluating the effectiveness of these. It is the responsibility of the staff member to keep their training records updated.

Learning needs and opportunities will also be identified by the Manager in conjunction with the staff member.

### **Managers**

Managers are responsible for assisting staff members in identifying learning needs and for ensuring that they review these with staff on a regular basis.

Managers have an important part to play in encouraging/facilitating their team members' involvement in training and development activities, both as participants or organisers, and in providing guidance/feedback with regard to the skills and knowledge required for their current role.

Managers have a responsibility to monitor and evaluate the effectiveness of learning for staff members who have undergone training and development. Managers should seek feedback on any training, including quality and cost effectiveness. Managers should also ensure staff members implement the skills that they have gained through training and ensure that feedback on training is shared with the Organisation through the HR Manager.

### **Senior Management**

Senior Management is responsible for actively encouraging training and development as a means to enable the Organisation to meet it's business objectives, and for ensuring that resources are made available for this purpose.

## **Core Learning**

### **Training and Development Opportunities**

The Organisation provides a range of training and development opportunities for staff. These include:

- Training relating to the enhancement of skills for staff member's current role. As mentioned above this can include internal and external courses providing technical or specialist training relating to the skills that staff members require for their role i.e. job shadowing, mentoring, coaching, secondment etc.
- Training leading to a professional or academic qualification. The Organisation encourages staff who wish to do so to pursue continuous professional development and where appropriate gain further qualifications.

All staff members are expected to read the Organisations' Policies and Procedures.

## **Health and Safety**

All staff members receive general Health and Safety training, and where applicable job specific training. Training is provided for fire wardens, first aiders and health and safety coordinators.

## **Planning Training & Development**

The Organisation is committed to reviewing training initiatives so that relevant training and development is provided for skills in specific job areas, where work procedures have changed or where new standards are introduced.

Development needs may be identified at several levels; those that apply to the Organisation as a whole, those at team level and those which apply to a particular individual (or group of individuals).

Responsibility for identifying training and development needs lies with the Manager.

At the individual level, one to ones between staff member and Manager is the main vehicle for recognising and planning training and development. The Manager is responsible for ensuring that individuals training needs are followed through.

## **Access to Training & Development**

The extent to which a training and development activity can be supported by the Organisation will depend on a number of factors including:

- The relevance of the development need
- Financial costs

- Hidden costs – including, for example, the amount of work time required to complete the development activity
- Any additional cover required and the impact on colleagues
- The amount of development support that it is reasonable for any one member of staff to undertake in a period
- Availability of funds

### **Recording, Monitoring and Evaluating Learning**

The Manager is responsible for ensuring that a central record of staff training is created and maintained, and that all learning and development activities are monitored and evaluated in terms of suitability, effectiveness and value for money.

Staff are required to update their Manager with regard any training activities that they have participated in during the previous month and update their staff training record.

All training attended will be recorded along with costs.

### **Evaluation**

Training and development activities will be evaluated in respect of their effectiveness from both a Company and a personal perspective. There are several ways in which this can be done.

Evaluation starts at the outset of the training cycle by identifying evaluation criteria both for the course and for the individual at the stage when training is applied for, or when delegates are invited to attend training. Both the individuals and Manager should take time to reflect on what both will notice has changed or indeed what will no longer happen, after the training that will tell both the individual and the Manager that the learning objectives have been successfully achieved.

The staff member and Manager should also agree how the training will be put into practice and what, if any, support will be required to implement the learning from the training undertaken.

This may mean for example, identifying particular work tasks or projects where the learning can be used and new skills practised.

The Manager and staff member should meet to evaluate the extent to which agreed development activities have achieved the intended objectives and , where necessary, plan the next steps. Unplanned development opportunities that arise in the course of normal work activity should also be reflected upon in order to identify how this might improve future work activities.

On completion of any internal or external course, the staff member may be requested to complete a course evaluation form and return it to either the Manager or the Trainer. Analysis of the evaluation forms gathered will be undertaken by the Manager and used within the overall evaluation of training and development.

Managers are responsible for reporting on the effectiveness of any staff development.

### **Further Information**

If you have any further questions regarding this policy and the procedures for training and development, please contact Nicola Williams (Founder/Managing Director).

### **Review**

This policy will be reviewed as required in line with best practice and current legislation.