



EMPLOYEE TRAINING and DEVELOPMENT POLICY

HR.08 – July 2019

Policy Number	HR08			
Document Owner	L Haemmerle			
Review Frequency	3 year			
Reviewed by	Management Committee			
Date Approved	10th July 2019			
Next Review Due	August 2022			
Version Number	6			
Consultation Required	Yes		No	✓
Equalities Impact Assessment	Yes		No	✓
Added to Website	Yes	✓	No	

SSHC Reference	
-----------------------	--

Related Documents

- Code of Conduct
- Performance & Development Policy HR20
- Fyne Homes Learning and Development Plan – April 2018

Translation Statement

If you have any difficulties reading this information or need further help understanding our processes please contact us. We can make this document available in a variety of formats. All you need to do is let us know what you need and we will try to assist.

Compliance

This policy has been drafted to ensure that it complies with current legislation and industry good practice.

Equality & Diversity

Fyne Homes is committed to providing services which embrace diversity and which promote equality of opportunity. As an employer we are also committed to equality and diversity within our workforce. Our goal is to ensure that these commitments, reinforced by our Values, are embedded in our day-to-day working practices.

Openness & Confidentiality

Fyne Homes believes that its members, tenants and other interested parties should have access to information on how it conducts itself. This means that unless information requested is considered commercially sensitive or personally confidential it will be made available on request.

Data Protection

Fyne Homes recognises the importance of data protection legislation, including the General Data Protection Regulation, in protecting the rights of individuals in relation to personal information that we may handle and use about them, whether on computer or in paper format. We will ensure that our practices in the handling and use of personal information during the processes and procedures outlined in this policy comply fully with data protection legislation. More information is available from our Data Protection Officer.

1. Introduction

- 1.1. Fyne Homes 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.
- 1.2. 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. Aim

- 2.1. Fyne Homes' Training and Development Policy aims to:
 - 2.1.1. Ensure fairness, clarity and consistency for all Fyne Homes' employees.
 - 2.1.2. Provide a framework for ensuring that the business as well as employees benefit from development activities undertaken.
 - 2.1.3. Promote a culture of sharing knowledge and skills with work colleagues.
 - 2.1.4. Assist Fyne Homes' employees with their continuous professional development.
 - 2.1.5. Assist a development discussion between staff and their line managers during appraisals.
 - 2.1.6. Promote considering alternative methods of training to attending courses and conferences.

3. Links to vision and strategic priorities

- 3.1. This policy aims to fulfil the needs of the Association's Strategic Priorities, in particular: Ensuring staff and committee have the skills, experience and abilities to meet the changing needs, issues and aspirations of customers.

4. Policy conditions

- 4.1 All employees will have access to training and development to provide them with the skills and knowledge they require to undertake their roles.
- 4.2 All training and development activities, including conferences, courses, self-learning, job shadowing, reading and self-guided learning, attending sessions run by Fyne Homes' colleagues, etc. will count.
- 4.3 Staff are encouraged to consider various methods of training, not just traditional training courses and conferences, in light of their suitability for the purpose and to suit individual preferences.
- 4.4 Health and safety and "how to" (operating new equipment etc.) sessions will also be counted as development for this policy.

5. Training budget

- 5.1 The learning and development budget will be set annually in conjunction with Directors and managers.
- 5.2 Any requests for training (however identified) should be duly authorised and submitted to Human Resources via the 'Training Request Form'.
- 5.3 No reasonable application – falling within the parameters of this policy and the Fyne Homes' Learning and Development Plan will be refused, budget availability permitting.

6. The role of the line manager

- 6.1 It is acknowledged that personal development is self-driven however Fyne Homes also recognises a motivational role of the line managers who should encourage staff to take the initiative.
- 6.2 Staff members are required to discuss with their line manager how the training event they wish to undertake would benefit the business – this discussion may take place during the formal or informal PDR review meetings or may be raised on an ad hoc basis.
- 6.3 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.

7. Sharing the knowledge

- 7.1 It is acknowledged that there is a lot of specialised knowledge held amongst Fyne Homes' staff that could better benefit colleagues and the business were it to be shared.
- 7.2 This policy aims to encourage colleagues to share their knowledge and skills with each other. Each staff member should aim to provide colleagues their time each year to share knowledge for the greater benefit of the workgroup. Senior staff will be expected to do more than the minimum. Such activities should be semi-formal, structured and prepared (e.g. not just sending round a paper picked up on travels).
- 7.2 Gaining diverse knowledge and skills from colleagues can also effectively help in enhancing people's career prospects and employability.
- 7.3 Although all staff will be encouraged to attend any sessions 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 taken into account.

8. Recording training

- 8.1 All learning and development activities will be recorded against the employees' Training History record on YEAR.
- 8.2 The type of training will also be recorded based on the categories below
 - ✓ Induction
 - ✓ Mandatory (*i.e. H&S, GDPR etc.*)
 - ✓ Professional / Certified (*relating to role e.g. CIH, SHARE, EVH, CIPD, ACAS etc.*)

- ✓ Management & Leadership (e.g. *Managing Performance, Delegation, Managing Change etc. – these would be related to the additional competences for managers and directors*))
- ✓ Personal Development (e.g. *Team working, Time Management, Resilience, Negotiation & Influencing – these would be related to the core competences*)

8.3 It is acknowledged that there may be some overlap between the categories however, this is of less concern than ensuring all training and development activity is captured.

8.4 There is also be a further tick box on YEAR to determine whether the training is Health and Safety related - irrespective of broader category.

8.5 Fyne Homes' employees are encouraged to discuss their development with their line managers regularly throughout the year, rather than leaving such discussions to the PDR meetings only.

9. The Performance and Development Process

9.1 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 have been incorporated into Fyne Homes' standard Performance and Development Review form.

9.2 Managers and staff should work together in achieving this level of focussed development – all of which should be driven by the PDR system, which in turn should heavily reflect business priorities.

10. Managing and Reporting

10.1 The execution of the Learning and Development Plan for Fyne Homes will be reviewed every 6 months and Staffing Committee updated. This will include quarterly updates on learning and training activities, days provided and costs.

11. Reviewing process

11.1 This policy will be reviewed in line with the respective current Fyne Homes' policies, and/or where a change in legislation arises.

11.2 If there is a procedural delay in the policy revision then the relative legislation in force at the time will prevail.

Version number	Revision Date	Part of doc revised	Reason for revision	Approved by
6	July 2019	ALL	Change title to Employee Training & Development Policy Full overhaul and update in line with Performance & Development Review Framework. Plus inclusion of standard compliance statements. Separating learning and development for Committee members and tenants as under remit of Corporate Manager and Tenant Participation Officer respectively.	Man Comm