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Training and Development Policy



SOUTH LANARKSHIRE
Leisure & Culture

www.slleisureandculture.co.uk

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Forward

South Lanarkshire Leisure and Culture Ltd (the Trust) recognises the value of training and development to achieve a successful and thriving business for the future. In recognising this, the Trust is committed to provide access to training and development opportunities to all employees in order for them to have the necessary skill, knowledge, ability and qualification to carry out the duties of their posts efficiently and effectively.



This policy applies to all employees of the Trust as reflected in our Equality and Diversity Policy, which includes permanent, temporary, full time, part time, casual, seconded and contracted employees.

We are all aware that the next few years will not be without their challenges in terms of the economic climate and pressures to review and identify further efficiencies whilst maintaining a quality service to our customers. In order to deliver our objectives we will focus on our staff and invest in them, they will be our strength to succeed in the future.

Our People Strategy launched in June 2010, is the starting point in the development process to empower our employees and provide the framework for a consistent approach to training and development activity across the organisation.

We are committed to supporting our staff to ensure our workforce is fit for purpose for the future by having the correct skills and attributes, imbedding the training and development policy linking to the Workforce Development Strategy which will detail and shape how our business will look for the future.

Gerry Campbell, General Manager

Introduction

This Training and Development Policy aims to inform you of the standards, processes and procedures to be adopted throughout the Trust in application of this policy.

Training and development is a shared responsibility from senior managers to frontline staff to ensure that the training and development activity offered within the Trust and via our external partners is of a high standard and fit for purpose.

In line with introduction of the Competence Initiative Framework and our Personal Development Review Process, the Trust believes that every member of staff has the right to access training and development to ensure they can do their job proficiently and have the opportunity to enhance their skills.

It is primarily the overall responsibility of the senior management team to ensure that the training and development needs of staff are in line with the Competence Initiative Framework are met.

The day to day responsibility of implementation of the Training and Development Policy lies with the Human Resources Manager.

Training and development ethos

It is important for the Trust to develop a training and development ethos; the benefits will be far reaching to both our customers and the wider business as a whole, to enable the Trust and staff to be prepared and ready to adapt for the future.

- We will enable employees to acquire new skills which are needed to perform their job effectively in order to undertake existing and new initiatives.
- We will promote good employee relations and harmony.
- We will promote equal access and opportunities for all employees, taking into consideration the requirements of the post and the Trust.
- We will ensure that the relevant training is available to comply with development arising from new organisational procedures, equipment, or technology.

Training and development objectives

The key objectives of the Training and Development Policy are to:-

- Provide an effective contribution to the Business Plan objectives and the strategic direction of the Trust.
- Identify through the Personal Development Review (PDR) process all training and development opportunities for staff.
- To ensure the Training and Development Policy connects with Our People Strategy, we are committed to developing a culture of life-long learning and sharing good practice which already exists within the Trust.





- Ensure at all levels of the organisation there is sufficient staff with appropriate training, experience and qualifications to meet the statutory and legislative requirements.
- Provide choice of appropriate training styles and methods to staff in order to deliver and meet the needs of our learners.
- Assist, support and advise staff on training and development opportunities in relation to their current post as well as supporting their career aspirations, with this in mind succession planning via the Workforce Planning Strategy.
- Provide a quality, professional and cost effective training resource to the Trust and its staff.
- Provide a working environment where continuous learning and development is encouraged and undertaken.
- Ensure that employees are supported and enabled to meet the changing demands of the organisation and our customers.

Definition of training

For the purposes of this policy, training and development shall include the following activities:-

- Internal and external short courses and modules
- Seminars
- Further and higher education
- Secondments
- Open learning and long distance programs
- Professional education
- Management development
- Technology based training.
- Shadowing colleagues
- On the job training

Job related training and development

Job related skills training and development may include both on and off-the-job learning situations, e.g.:-

- (i) internal or external training courses;
- (ii) delegation;
- (iii) coaching and guidance;
- (iv) projects;
- (v) secondments;
- (vi) appropriate job rotation;
- (vii) computer assisted learning;
- (viii) further education;

- (ix) Vocational qualifications
- (x) Shadowing
- (xi) E-learning
- (xii) People Connect

Competence initiative framework

Competence Initiative Framework adds value to South Lanarkshire Leisure and Culture by providing links between the Trust aims and objectives, the business plan and individual employee development plans.

Performance and development review

The essential component of the Competence Initiative Framework is the Performance and Development Review this provides managers a framework to follow when setting key work objectives and competences for managing their team and individual performance.

This is an essential component supported by regular meeting between staff and their line managers throughout the year. The performance and development scheme allows for every employee to have a structured discussion on work performance with their line manager over the previous year and incorporates the employee's learning and development needs for the following year.

It is an opportunity to build on strengths and address areas, which require support, thereby enhancing the potential skill base of the individual employee.

Competences defined

Competencies define the way in which employee approaches a task, i.e. their knowledge, skills, attitude and behaviour, presented within the PDR framework include the core competences, job specific competencies and where managing staff it will include management competences.

Training requests

All training requests will be identified through the PDR process; consideration will be given to the identified competences as set out in the employee performance and development review.

Training priorities

In order to ensure best value and good quality training resources are available for all employees within the Trust; training will be prioritised into essential and desirable training.

Where it is not possible to source trainers and resources in-house we will ensure that best value provision is achieved through engaging with our partners and external training providers.





Training which is essential to maintain the day to day operation of the Trust and desirable training which improves the service of the Trust and through discussion and our customers.

Staff who are identified through discussion and assessment as ready for progression through both PDR and the Home Grown programme, will have training identified as essential or desirable dependant on the immediate requirements of the facility and business needs of the Trust, a training plan will be agreed with set timescales for completion through mutual agreement with the member of staff and the manager.



Essential training

Essential training will take into account the competencies agreed within the PDR framework, this will include the statutory and legislative requirements, which are essential to ensure the member of staff can operate safely and competently to maintain the day to day operation of the Trust, e.g. health and safety, equality and diversity, child protection, first aid, social services council requirements, Care Commission, Pool Plant, ECDL as appropriate.

Health and safety

Health and safety training will be provided for all employees in accordance with the obligations of the Health and Safety at Work Act 1974 and related legislation, and the Trusts policy on health and safety.

Equality and diversity

Equality and diversity training will be provided for all employees in line with legislation and best practice, the Trust will arrange awareness raising training to ensure that employees are able to carry out their responsibilities without discrimination on any grounds.

Desirable training

Desirable training will improve the services of the Trust our customers but not essential to the day to day operation of the Trust or employees current position within the organisation, e.g. ECDL, conflict management, British sign language, presentation skills, up-skilling.

Training budgets

The Trust training and development budget is held centrally and all training requests for all employees will be passed and approved by the training and development team, who will prioritise the business needs of the Trust.

Training request process

All training requests will be processed through line manager who will forward the requests on to the training and development team for consideration.

Identify and assess learning needs

It is the responsibility of line managers to identify and address learning needs through regular support and supervision sessions with individual employees it is essential that this process is done jointly through mutual agreement with input from the employee and the manager.

Key professional and skills based learning

The organisation aims to prioritise learning that focuses on areas which:

- Enable us to fulfil our strategic objectives
- Pertain to any organisational statutory obligations
- Are essential in order to generate and maintain income
- Enable effective responses and management of legislative changes
- Ensure IT skills are at an appropriate level of competency and developed in accordance with work needs
- Are essential to ensure the quality of service provision
- Enable employees to meet their responsibilities in completing continuous professional development required by relevant professional bodies.
- Enable management development in relation to those who have managerial/ supervisory responsibilities

Responsibility for training and development

The Human Resources Manager and team are responsible for implementation of the Training and Development Policy and for developing a consistent approach to training.

Specifically the human resources team will:-

- Produce a training and development calendar which will be issued annually and updated on a quarterly basis.
- Encourage partnerships between employees to promote the sharing of training and development resources, through open learning events and learning portals to ensure a best value approach to training.
- Deliver training and development in response to both individual and business needs.
- Encourage and promote an ethos of continual learning, development and training within the Trust
- Evaluate all development and training activity to ensure it is delivering results and will continue to do so





Facility/section responsibilities

The Training and Development Plan within each facility/section's will be formulated annually, to reflect need of the Trust, while considering the local needs/objectives, within the agreed budgetary provision.

A copy of the facility/section training plan, which will include details of the agreed budgetary provisions, will be passed to the human resources team at the beginning of each calendar year, and amendments to the plan throughout the year will be forwarded on a quarterly basis.

Training statistics relating to training within the facility will be forwarded to human resources team for monitoring, reviewing and reporting purposes on a quarterly and annual basis.



Senior management team

Senior managers have responsibility for ensuring that their employees receive the training and development linked to the competence initiative framework which will enable them to carry out their work tasks.

Specifically, the senior management team will ensure that:-

- a) Employees are aware of the training calendar and opportunities which are available to them at all times.
- b) Staff will have regular Personal Development Reviews and through discussion and agreement will identify training and development needs, while considering the needs of the business and the Trust.

Line managers/supervisors

Line managers/supervisors have a key role in achieving the Trust's objectives through maximising the performance of their immediate employees.

Specifically, they will:-

- a) Discuss with employees their performance and, on an annual basis, through the PDR process, identify areas where training intervention can improve the overall effectiveness by focussing on strengths and areas for development. A mini review PDR meeting will be held every 6 months.
- b) Consult with the human resources department for advice and guidance in pursuit of this responsibility;
- c) Ensure that, prior to attending a training and development event, there is a discussion between the line manager and the employee to establish the objectives of the training, the desired outcomes and the conditions of the Trust's training and development policy;
- d) Ensure that a post-development discussion is conducted to ascertain the value/quality of the training provided; discuss whether the desired outcomes were achieved; what personal benefits were gained and how the new knowledge can best be utilised to improve performance, as well as identify any further training needs.

Individual employees

Individual employees have a responsibility to take ownership for their own learning in order to maximise the opportunities that can be made available to them. It is necessary for the individual employees to participate fully in the identification of their own training needs through the PDR process, to co-operate in any evaluation of training and development and to participate in pre and post-development discussions, to improve individual and organisational performance.

The individual employee is responsible for maintaining their own lifelong learning log, which will support the continuous professional development ethos within the Trust.

New and returning employees

- New employees to the Trust will attend The Trust Corporate Welcome within 3 weeks of commencing employment.

Assessment and evaluation procedure

To assist managers to evaluate and maximise the impact of any training provided, the human resources department will provide:-

- a) Standardised course evaluation forms for internal and external courses/seminars etc.
- b) Pre- and post course interview guidelines

Evaluation of training

Managers should understand the importance of their role in pre- and post-course activities. The process of evaluation will require line managers to consider:

- Criteria for selecting employees to attend job specific, professional and vocational training courses;
- How employees are briefed by supervisors before attending a course of study or a training and development event;
- Action taken by supervisors to debrief employees on their return to the workplace and advise of opportunities to apply knowledge gained; and
- The assessment of training and development activities against specific competence requirements of the post and the priorities of the facility/section and the Trust.



Monitoring of training

The effectiveness of training can only be established when it is monitored to ensure appropriate changes can be made in the light of experience of customers. All training under taken evaluated and recorded centrally.

Individual employees' training will be recorded on their personal record.





Benefits of training

Training and 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.

We expect all employees to also take a proactive approach to furthering organisational wide learning and development.



Internal training statistics

Managers will submit to the human resources department a quarterly return giving details on any courses organised and run internally within their department and of the number of employees who attended such courses during the previous financial year. The statistics will be used for monitoring and reporting purposes.

Employees' training and development logs

Employees will be encouraged to keep a record of all training, learning and development that they have undertaken or achieved.

It allows employees to record, self evaluate and discuss their learning experiences with their line manager, identifying how their learning can be used further to benefit others, and/or the organisation as whole. Alternatively if the learning has been unsuitable and has not complemented an individual's needs, this can be discussed. Employees then 'log' what has actually been achieved as determined through any training needs analysis. Employees will be encouraged to make entries on their learning logs as often as possible for further discussion at their support sessions.

Development of the log will help both managers and employees, e.g. will inform discussions, support, succession planning and career development.

Management training and development

The Trust accepts that management training and development is a vital investment which should show a return from improved employee effectiveness in providing a high level of Trust services. Provision will be made for employees who have managerial responsibilities/management potential to have access to up-to-date developments in the concepts of management, to be achieved by means of coaching and guidance, projects, job rotation, short courses etc.

Secondments

The Trust recognises that career development may require employees to be given periods of work experience in a variety of work situations, and which may be associated with formalised training.

Training for trade union representatives

Attendance at planned meeting and activities scheduled for each calendar year should be passed to their line manager. Applications for attendance on paid release at an approved trade union courses should be made to their section manager which is responsible for training and development issues. Applications should be made at least 14 days prior to the course start date. In considering such applications the manager will take into account, the staffing arrangements of the department and consider the trade union duties performed by the individual.

External training and development events

Managers will be responsible for monitoring attendance at external training and development events to ensure that expenditure is being controlled. Managers will submit an annual return to the human resources department giving details of authorised external training and development events attended by employees during the previous financial year. The statistics will be used for monitoring and reporting purposes

Computer technology training

The Trust will provide training to employees where enhanced computer skills improve work performance and effectiveness. The Trust will provide employees who are authorised users of computer technology with the required training in the application of departmental or corporate systems.

Professional and vocational training

Resources may be available to employees who wish to pursue professional and vocational training where it is deemed a requirement either of the current job or a planned development. The circumstances of each case will determine whether approval can be granted, and if so the level of support provided. Once approval has been granted the employee will be required to complete the application process relating to the roles and responsibilities of both the employee and the Trust.

Pre-retirement training

Employees who are within 2 years of retirement will be granted time off with pay to attend pre-retirement courses.





Notes





If you or someone you know would like this information in another language or format, please contact us to discuss how we can meet your needs.

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