INSERT ORGANISATION / LOGO

**Staff Development Policy**

**Purpose and Scope**

(INSERT ORGANISATION) is committed to ensuring that all staff and Directors have access to learning, development and training opportunities. Appropriate training should enable employees and Directors to carry out their role effectively, and to develop their talents in to meet the requirements of the organisation’s strategic objectives. Volunteer training and development is outlined in an additional policy for volunteers.

**Aims**

The main aims of this policy are to:

* ensure that employees are supported and enabled to meet the changing demands of the organisation and its service users so that the organisation achieves its strategic objectives
* facilitate employee development and/or personal development through assisting them to broaden, deepen and thereby further enhance their existing skill base.
* provide a working environment where continuous learning and development take place that help staff to gain more enjoyment from their roles, increase motivation and enhance staff retention

**Equal Opportunities**

The organisation is committed to ensuring equality of learning opportunity, hence no employee will be excluded from learning on the grounds of gender (including gender reassignment), age, marital status, disability, racial grounds (race, colour, nationality – including citizenship - ethnic or national origin), sexual orientation, religion or belief, responsibility for dependants, trade union membership or employment status. Part time and fixed term employees will have equal access to learning and development opportunities appropriate to their post and volunteers will be given access to relevant training.

**Responsibilities**

**Employees**

(INSERT ORGANISATION) believes that staff development is most effective when the individual employee takes responsibility for identifying any opportunities for self- development which will enhance work performance through increased skills and knowledge.

Learning needs and opportunities will also be identified through the support, supervision and appraisal process, and through internal assessments to meet organisational needs.

(INSERT ORGANISATION) expects all employees to also take a proactive approach to furthering organisational wide learning and development.

**Chief Officer & Directors**

The Chief Officer is responsible for assisting staff to identify learning and development needs and for ensuring that they review these with staff on a regular basis during support and appraisal sessions. The employee’s log of learning should also be discussed at these sessions.

The Chief Officer has a responsibility to monitor and evaluate the effectiveness of learning for all employees who have undergone training and development. Feedback on any training, including quality and cost effectiveness should be sought.

The Chief Officer should then ensure that all employees implement the skills that they have gained through training and ensure that feedback on training is shared with the organisation via a central log of learning.

An agreed Director is responsible for assisting the Chief Officer to identify learning needs and for ensuring that staff development is reviewed on a regular basis during support and appraisal sessions. The employee’s log of learning should also be discussed at these sessions. The agreed Director should then ensure that the Chief Officer implements the skills that they have gained through training and ensure that feedback is shared with the organisation.

The Chair of Directors is responsible for agreeing the learning and development budget on an annual basis. Directors also have a responsibility to attend appropriate training in order for them to perform their legal duties.

**Routes to Learning & Development**

Options for learning & development may include:

* On the job learning including learning from other members of staff via job

shadowing, mentoring, in house skill sharing, staff away days etc.

* Secondments and placements/visits to other organisations
* Setting up job development opportunities such as public speaking, in house

presentations at team meetings

* Attending internal or external training days/ workshops
* Attending conferences, forums
* An external course of study
* Web based e learning
* Self-directed study – such as books, manuals, online information

(INSERT ORGANISATION) is committed to sharing the learning and lessons gained by staff throughout the organisation. This will be accomplished in a number of ways:

* Giving time in team meetings to share core lessons from training
* Sharing brief course details and notes
* Maintaining current information, changes in law, current issues, research findings and expert articles on the (INSERT ORGANISATION) website
* Networking with partner and same sector organisations and incorporating their literature, reports and research documents into office resource libraries.

**Key Professional and Skills Based Learning**

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

* enable (INSERT ORGANISATION) to fulfill strategic objectives
* pertain to any organisational statutory/contractual obligations
* are essential in order to generate and maintain income
* enable effective responses and management of legislative changes
* ensure IT skills meet business need
* 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

**Core Learning**

There are specific areas of learning which are essential for all employees and cover a rolling programme of needs which have been identified as part of a continuous programme of learning and development. Core learning will therefore cover the following areas:

***Induction***

All new employees are given a timely programme of induction including introduction to all policies for the organisation. This is an essential part of staff learning and development, and integration into the working environment.

***ICT (Information and Communication Technologies)***

It is important that all employees are given opportunities to enhance their ICT skills base. The organisation is committed to ensuring that all employees have competent grounding in the use of ICT in the wider context of their professional roles. Employees are positively encouraged to become familiar with the internet, email other electronic facilities and computer software packages at their disposal. Initial information and training will be provided on commencement of the role or when any technology changes occur.

**Recording, Monitoring & Evaluating Learning**

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

**Performance Management**

Performance management is an ongoing communication process, which involves both the Chief Officer and the employee in:

* identifying and describing essential job functions and relating them to the strategic and operational objectives of the organisation
* developing realistic and appropriate performance standards
* giving and receiving feedback about performance
* participating in constructive performance appraisals
* planning learning and development opportunities to sustain, improve or build on employee work performance.

Regular meetings/communications between staff and the Chief Officer facilitates this process. This includes line management of the Chief Officer and the agreed Director.

**Appraisals**

Appraisals are an essential component of the (INSERT ORGANISATION) performance management framework, appraisals are held on an annual basis. As appropriate staff will also have a quarterly one to one to ensure work performance is on track and opportunities to discuss any concerns are formalised. The appraisal scheme allows for every employee to be formally appraised with the Chief Officer through a structured discussion on work performance over the previous 12 months and which, must also incorporate 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.

***Supervision and Appraisal process:***

(INSERT ORGANISATION) has a culture of effective informal mentoring on an ongoing basis, this is based around continuous support. The formal aspects to this however are:

* Regular informal sessions are held on an individual basis as appropriate to the needs of the employee. .
* A full appraisal is then carried out by the Chief Officer through discussion with each employee on an annual basis.
* A Personal Development Plan for the following 12 months is then created.

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