Training and Development Policy

Date Approved	Proposed Review Date
March 2024	March 2027
Chair Person/Office Bearers Signature:	

CASSILTOUN HOUSING ASSOCIATION LTD
Castlemilk Stables, 59 MACHRIE ROAD, GLASGOW G45 OAZ

Cassiltoun Housing Association is a recognised Scottish Charity SC035544

TRAINING AND DEVELOPMENT POLICY

POLICY STATEMENT

This policy is to ensure that all employees are equipped with the knowledge, skills and experience which will enable them to carry out their jobs to a competent standard. Cassiltoun Housing Association recognises that its employees need to be equipped for changes which take place in their jobs due to new technology, new working practices and procedures within the Housing Sector. It also recognises that education and training play a valuable part in the development of personal potential. With these factors in mind, this policy is designed to be an integral part of the Staff Appraisal process.

The objective of the policy is to ensure that training provided within the Association is planned, takes account of individual requirements and is directed towards achieving the Association's business objectives in the most effective way.

1. IDENTIFYING TRAINING NEEDS

Training needs are identified in four main areas:

i) Training to optimise the development of individuals.

ii) Initial on the job training, supplemented over a period with formal training in order to assist and encourage staff to perform their duties effectively.

iii) To update skills and knowledge of all employees.

iv) To ensure the Association's employees have the relevant skills required to achieve business goals and objectives.

2. TRAINING RESPONSIBILITIES

All members of staff have a responsibility to take the initiative in enquiring about training where they feel they have particular needs and to undertake any training that may be provided.

Line Managers are responsible for ensuring their staff are adequately trained. This responsibility includes identifying training needs, accepting the need to release staff for any necessary off the job training or seminars and monitoring the effectiveness of training. If changes in working practices are planned, managers should consider whether fresh training needs are likely to arise.

3. APPRAISALS

Managers are responsible for regularly agreeing training and development needs with each employee in the context of business objectives, setting targets and standards.

Appraisals take place annually. The aim of the appraisal is to appraise the employee in relation to the Association's goals and objectives, to set targets and discuss development needs of both the individual and the Association's requirements. It is also used to evaluate employee's behaviour against the Association's values.

4. TRAINING RESOURCES

The Association will provide the following resources to ensure that it meets its training and development needs.

i) A training budget which is agreed annually.

ii) The Association are members of SHARE (Scottish Housing Associations Resource for Education) and EVH (Employers in Voluntary Housing), SFHA and Glasgow West of Scotland Forum. The Association actively encourages its staff to participate in l training programmes administered by these organisations.

iii) Staff are encouraged to attend other training courses, seminars and conferences that are relevant to their career development and extends their knowledge in their particular discipline. The main bodies offering such additional training programmes are the Chartered Institute of Housin, Chartered Institute of Personnel and Development,a and . . Chartered Institute of Public Finance and Accountancy

iv) Training facilities (ie rooms etc) will be made available subject to operational requirement.

v) Training material (ie videos, manuals, guidance notes etc) will be provided where appropriate.

vi) Training equipment (ie TV/Video OHP, laptops etc) will be provided where
appropriate.

5. METHODS OF TRAINING

5.1 Induction Training

The Association's Induction process outlines the Terms and Conditions of Employment for all staff.

An induction checklist forms the basis of the induction training programme and will be completed by the employee, HR and the line manager within the first few weeks of employment. On completion the checklist is signed by both the employee and line manager and is retained within the personnel file. The employee may also retain a copy for future reference. Initial training requirements will be discussed and agreed at this stage.

5.2 In-Service Training

The Association has a policy of giving assistance to employees who pursue a course of study directly relevant to their work. These courses normally lead to professional qualifications, diplomas or degrees and may be followed either by day release study or by correspondence course. In all cases, approval for attendance will be subject to organisation and budgetary restraints and can only be given by the Chief Executive.

5.3 Day Release Courses

The Association allows for paid leave for attendance on day release courses and for attendance at examinations, plus, where it is a mandatory element in the course, up to one week in any year for attendance on a block study course. Leave of absence with pay will be granted to employees to enable them to sit examinations for courses approved by the Association. Such leave with pay

will include the previous half day (where the examination itself lasts half a day) or the previous day (where the examination is over a full day). Staff may supplement this by using annual leave.

The Association meets the full costs of the course and examination fees which are paid directly to the educational bodies/institutions. However, the fees paid are to be regarded as a loan. The loan will be written off 12 months following the relevant course/examination. The Association will ask you to refund the full or a proportion of the costs of fees (detailed in your Terms and Conditions, B4) where the employee voluntarily leaves their employment within those 12 months, or where the employee or the training institution prematurely terminates their course or where the employee is dismissed summarily from their employment.

The employee bears the cost of travel, non essential textbooks and any other expenses. At the discretion of the Chief Executive, the Association will bear the cost of essential text books with all books so purchased being the property of the Association and being lodged in the Association's library. A clear record is kept of all books so purchased. The Head of Corporate, HR & Finance should be notified of all books purchased and a register kept on the Association's shared drive.

5.4 Correspondence Course

The Association meets the full cost of the course, books and examination fees.

Where the course is monitored by continuous assessment rather than by examination the Association allows paid leave of one day per module up to a maximum of 5 days study leave per year.

5.5 Work Based Qualifications

All employees are encouraged to obtain a Scottish Vocational Qualification where appropriate. Details of SVQ's available can be obtained from the Chartered Institute of Housing (Scotland) and other training organisations. The Association allows for paid leave for attendance on external workshops that are related to the assessment.

5.6 Professional Subscriptions

The Association will re–imburse annual fees paid by employees for membership of professional institutions subject to the following criteria:

1. Membership must be directly relevant to the work of the Association
2. Only one set of fees will be reimbursed where the employee is a member of more than one institution
3. Receipts for claims are to be submitted to and endorsed by the t Chief Executive
4. Payment will be made net of tax.

5.7 Failure to make satisfactory progress on a course of study may give rise to the Association reclaiming the amount of fees loaned. Satisfactory progress will not necessarily be determined by level of achievement alone. Contributing factors such as, non-attendance or the deliberate non-submission of required work would be taken into account.

5.8 Short Courses

Employees who wish to attend a one/two day training event should first consult their Line Manager. The Line Manager will consider the relevance of the proposed training and the effect, if any, on the department in which the person undertaking the training works. Attendance at short courses will require the approval of the Chief Executive.

5.9 Continuing Professional Development (CPD)

Where employees are members of any relevant professional body, the Association will support and encourage employees to maintain a CPD Log. Most professional bodies such as the Chartered Institute of Housing, Chartered Institute of Personnel & Development offer its members CPD packs.

6. MENTORS

All students on recognised qualification courses will have regular meetings/discussions with a designated person within the Association who will mentor and help the student to complete the course.

7. EVALUATION

Evaluation of training and development is reviewed in line with individual training and development plans and the Association's business plan and objectives.

7.1 Pre and Post Training Evaluation

Prior to attending any form of training each employee will be given a Pre and Post Training Evaluation Form. The pre-evaluation ensures that the employee is aware of what the expected outcomes of the training course will be as well as knowing which objectives in their Training and Development Plan the training is aimed at meeting.

Following attendance at the course, the Post Evaluation will be completed and the full evaluations will be passed to the Corporate Team who will update training records accordingly. Any future action/training will be agreed with the staff member's Line Manager.

The Post Course Evaluation enables the Association to evaluate to what extent the training outcome has been met.

8. RECORD OF TRAINING

Training records, including evaluation forms/reports for all employees will be held in a central staff training folder maintained by the Corporate Services Team. The Head of Corporate, HR & Finance will also provide quarterly reports on training attended to the Senior Management Team and Staffing Sub Committee.

9. TRAINING REPORT

The training register will normally be presented to the Board of Management at the end of the financial year. This will coincide with a review of how well the organisation achieved its stated strategic and operational objectives for the year.

CASSILTOUN HOUSING ASSOCIATION

PRE AND POST TRAINING EVALUATION

Name			
Activity			
Date		**Venue**	
Duration		**Cost**	

Pre Training

What are your reasons for attending, and what skills/knowledge do you wish to achieve?

What benefits do you think this training will bring to the Association?

Event/Course **Date:**

Name

To ensure that our events/ training sessions meet the needs of those attending we would like to invite to you complete this evaluation form. Thank you in advance for your participation.

Thinking about the event how would you rate the following:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Additional comments
The event was engaging and friendly					
The event was professional					
The event met my expectations					
The length of event was appropriate					
The content of the event was organised and easy to follow					
The level of participation was appropriate					
The materials & handouts were relevant					
The venue was suitable and easy to access					

The refreshments and lunch provided was suitable					

Please circle the number that reflects most closely how satisfied you were with the event overall									
Not at all satisfied									Very satisfied
1	2	3	4	5	6	7	8	9	10

What did you enjoy most about the event?

Can we make any improvements?

Any additional comments?