

TRAINING POLICY AND TRAINING COURSE PROCEDURES

We will provide this policy on request at no cost, in large print, in Braille, on tape or in another non-written format.

1. Introduction

There is an expectation that the organisation has systems in place to ensure that staff receive relevant training. Furthermore, Loretto Housing recognises that training is an integral aspect of the role of its entire staff to enable the organisation to meet its objectives and to promote personal development.

2. Policy Statement

Loretto Housing will provide relevant training opportunities for staff. Staff are encouraged to attend internal/external training courses, seminars and conferences that are relevant to the development of their career and knowledge. Training is a mandatory element of the staff role. Therefore, staff and line management have a shared responsibility for ensuring participation in training.

The aim of this policy is to ensure that training provided is planned, takes account of individual learner, service user/tenants and service requirements and is directed towards achieving the organisation's objectives in the most effective way. In doing so it is anticipated that employees are equipped with the knowledge, skills and experience required to perform their roles to a competent standard.

The policy includes the following three areas

- Applications for training
- Undertaking training
- Withdrawing from a training course

It should be read in conjunction with the policies relating to Appraisal, Supervision Learning and Development, Induction and Preparation for Practice, Continual Professional Development and Scottish Vocational Qualifications.

3. Training Responsibilities

3.1 The Scottish Social Services Council

- Register workers who meet SSSC requirements
- Establish the education and training needs of the workforce
- Predict the skills required to meet future workplace demands
- Provide guidance to employers regarding the training of the workforce

3.2 The Organisation

Loretto Housing will provide the following resources to ensure that it meets its training and development needs: -

- A training budget which is agreed annually
- Training facilities (e.g. rooms) which will be made available subject to operational requirements
- Training material (e.g. DVDs and manuals) which will be provided where appropriate
- Training equipment (e.g. TV/DVD player and OHP) which will be provided where appropriate
- Appropriately skilled facilitators

Staff may borrow books, journals and other relevant resources from the library held within the Learning and Development department.

3.3 The Management Committee

- Consider evaluations of training provided
- Oversee policy development
- Oversee budgets and release funds for training purposes where appropriate
- Review and approve all policies relating to training

3.4 Learning and Development Team

- Establish key learning and development priorities in line with business/service objectives and legislative requirements
- Compile the learning and development implementation plan for Loretto Housing for consideration and approval by committee
- Monitor and evaluate the implementation and outcomes of the learning and development plan
- Communicate the Learning and Development plan in terms of commitment, intention and expectations of staff, at all levels
- Monitor learning and development activity
- Support managers in ensuring they cultivate and adopt effective mentoring and coaching roles to embed a learning organisation culture
- Identify available resources of time, staff, knowledge, skills and finances and discuss the allocation of these with relevant Section Heads

3.5 Line Managers

- Devise and co-ordinate the individual section's or service's training plan, participating in an annual training needs analysis
- Inform the or Section Head of priorities and pressures
- Identify training needs
- Ensure staff are adequately trained to fulfil the requirements of the post
- Provide opportunities for on the job training
- Keep records of training undertaken by staff within the service/section
- Release staff for any necessary off the job training or Seminars.
- If it is unavoidable that a member of staff cannot attend training, inform the Learning and Development Assistant at the earliest opportunity and contact other services/sections to make them aware of the vacancy.
- Co-ordinate the rota in such a way as to facilitate staff training.
- Monitor the effectiveness of training.
- If the duration of the training day is less than the individual's scheduled working hours, inform the person undertaking the training how they should spend the difference in time.

Planning training for a staff member may include reviewing the individual's workload to ensure that they are able to complete the training. If changes in working practices are planned, managers should consider whether fresh training needs are likely to arise.

3.6 The Individual

- Take the initiative in enquiring about training where they feel they have particular needs.
- Undertake any training that may be provided.
- Be responsible for knowing the date, time and venue of the course and arriving in time, well prepared for the start of the course.
- Be equipped to take notes and contribute to discussions and course activities.
- Liaise with the line manager to ensure that they are able to commit to the training.
- If the duration of the training day is less than the scheduled working hours, discuss with their line manager how to spend the difference in time e.g., return to usual workplace, travelling time, time off in lieu of finishing early, or time to reflect on training.

4. Methods of Training

4.1 Induction and Preparation for Practice

All staff are issued with their Terms & Conditions of Employment which outlines their role and responsibilities. It is a requirement to complete the six-month induction.

The type of training offered to each staff member will depend upon their role within the organisation, responsibilities and the service user group that the worker directly supports (where applicable).

Where the organisation deems that a staff group or individual staff member requires specific Statutory and Foundation training to enable them to perform their role adequately, this training must be undertaken.

An induction checklist forms the basis of the induction training programme and will be completed by the employee and their line manager over an agreed period.

On completion, the checklist is signed by both the employee and line manager and is recorded electronically on the employee's personnel file. The employee will retain a copy in their personal records. Initial training requirements will be discussed between the individual and the line manager and agreed at this stage.

4.2 In-Service Training

The organisation will support employees who pursue a course of study directly relevant to their work.

These courses may lead to a professional qualification, diploma or degree and may be pursued either by day release study or by correspondence course. In all cases approval for attendance will be subject to organisation and budgetary restraints.

The organisation will meet 50% of the full cost of the course and examination fees where identified via appraisal or supervision.

4.3 Day Release Courses

The organisation will meet 50% of the full cost of the course and examination fees where identified via appraisal or supervision.

Employees will be considered for day release courses depending upon the needs of the service if the courses are of benefit to the individual and the organisation and/or are a requirement of their post.

Staff who are on compressed hours (e.g. 4-day week/ 9-day fortnight) may have to alter their working pattern in order to benefit from day release, and can then revert to the compressed hours when the day release ceases, where this is operationally sustainable.

Loretto Housing will consider paid leave for attendance on day release courses where identified via appraisal and for attendance at examinations, plus, where it is a mandatory element in the course, up to 5 days in any year for attendance on a block study course.

When applying for a day release course the applicant and Line Manager should be clear about what proportion of the course fees should be paid by the organisation and what proportion of the study time should be during working hours.

The employee will bear the cost of travel, books and any other expenses.

Loretto Housing will consider paid leave for study purposes at a rate of one day per examination. The employee may at the discretion of their line manager, take further block study or revision leave from their annual leave entitlement. The granting of leave will be dependant upon the service needs of their section or service.

4.4 Correspondence Courses

The organisation will meet 50% of the full cost of the course and examination fees where identified via appraisal or supervision.

Where the course is monitored by continuous assessment, the organisation allows paid leave at the rate of 1 study day per 3-month module, up to a maximum of 4 days per year. Where the course has a residential element this should be discussed along with travel time, with the relevant line manager and outlined in the course application.

The organisation allows paid leave for attendance at examinations up to a maximum of two days per year.

The employee bears the cost of travel, books and any other expenses.

4.5 Short Courses

Employees who wish to attend a one/two-day training event should first consult their Head of Department/Service Manager. The Head of Department will consider the relevance of the proposed training and the effect, if any, on the department/service in which the person undertaking the training works, including the costs allied to the course.

4.6 Residential Courses

On occasion the organisation may request that a member of staff attends a course with a residential element. When a staff member is requested to attend such a course by the organisation, they are entitled to a payment equivalent to the sleep over rate.

This will be paid at the rate of one payment per night spent away from home for the purpose of study. The number of nights away should be discussed and agreed with the course participant's line manager prior to the beginning of the residential element of the course. Travel time reimbursement and expenses will be paid by the organisation.

4.7 On the job training

Training during normal working hours in the workplace is often undervalued. However, this can be an invaluable opportunity to improve performance. On the job training can have many aspects. For example, shadowing a more experienced member of staff, an individual being shadowed by a more experienced member of staff, a discussion about a particular task and/or support in planning, undertaking and evaluating a new task or activity.

5. Payment of Subscriptions

Individual employees are responsible for paying membership fees to professional institutions and governing bodies such as the Scottish Social Services Council, the Nursing and Midwifery Council, the Chartered Institute of Personnel and Development and the Chartered Institute of Housing. These fees can attract tax relief. Further information on claiming tax relief can be obtained from local tax offices.

6. Identifying Training Needs

Training needs are relevant in four main areas: -

- Training to optimise the development of individuals
- Initial on the job training, supplemented over a period with formal training in order to assist and encourage staff to perform their duties effectively
- Updating of skills and knowledge of all employees, particularly where this is a requirement of the organisation or professional bodies
- Ensuring Loretto Housing employees have the relevant skills required to achieve goals and objectives of the organisation and to comply with the organisation's core values

6.1 Appraisal / Supervision as a Tool for Identifying Training Needs

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

Appraisals take place annually with a review meeting six months after the appraisal. Appraisal is a forum for evaluating individual performance with the aim of improvement, for identifying and acting upon learning and development needs and for improving the performance of the organisation.

On going supervision sessions are the conduit for checking on the progress of training identified and for re-adjustments where necessary.

7. Applying for Training Courses

Staff wishing to pursue training courses should first discuss this with their line manager through supervision and/or appraisal.

It is the responsibility of staff to ensure that they are able to attend a course, for example, checking that the course date(s) does not clash with other commitments and as far as

practically possible scheduling other commitments so they do not prevent the completion of a course.

This may involve liaising with line management to ensure that the workload is conducive to training needs, and that service obligations can continue to be met.

Once a course has been mutually agreed, staff should submit the relevant application form to their line manager who will forward it to the Academy.

Staff are asked to be as specific as possible with regard to details of the course and include any appropriate background material.

This includes being specific about what proportion of the course study time is being requested from the organisation and what proportion of course fees are being requested.

Staff will be informed as soon as practically possible, in writing, as to whether their application is successful or not by the Head of Department (Head Office) or Academy.

Staff will also be given a reason if the request is refused. If the staff member's role is such that the organisation would have to make alternative arrangements for cover, staff are advised to make the application as soon as practically possible to enable line management to make the necessary cover arrangements. Please refer to the Right to Time to Train Policy.

8. Reimbursement of Course and Examination Fees

If an employee resigns from their post with the organisation within one year of the financial assistance being granted or within one year of completion of the course, they will be required to repay those fees paid by Loretto Housing for their most recent year of study.

Repayment of financial assistance for the last year of study will be required pro-rata to the period of time the employee stays with the organisation following completion of their training.

Therefore, if the employee leaves:

- within 3 months, full repayment will be reclaimed by Loretto Housing
- within 4 – 6 months, 75% of the cost will be reclaimed
- within 7 – 9 months, 50% of the cost will be reclaimed
- within 10 – 12 months, 25% of the cost will be reclaimed

Failure to make satisfactory progress on a course of study will also give rise to Loretto Housing reclaiming the amount of fees provided.

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 will be taken into account.

Where a qualification, course or training is funded in part by the organisation, prior to commencing the course, the individual must sign a declaration stating that they agree to the relevant costs being deducted directly from salary in certain circumstances (please see attached Training Course Procedures). The following circumstances apply:

- Having completed the course, the employee leaves the organisation (voluntarily

- or through dismissal) within twelve months
- The course participant leaves the course prior to completion
- The training organisation terminating the participant's course of study as a result of performance issues

Withdrawal from a course will result in repayment of the fees, unless:

- the employee, on presentation of written justification, has obtained the organisation's agreement to withdraw
- the employee has had to withdraw due to retiring due to long term sickness, redundancy or unavoidable emergency situation.

Where repayment of financial assistance is required, this shall not include salary paid in respect of time spent at approved courses of study.

9. Supervision

All employees on recognised qualification courses will have regular meetings with a designated person within the organisation who will supervise and provide relevant support to the employee to facilitate completion of the course.

It is the employees' responsibility to use existing organisational mechanisms to help facilitate/plan these meetings and protected time and reflective work logs should be used in planning for these meetings and highlighting areas of discussion required in relating theory, practise, and workload issue.

10. Course Evaluation

Following delivery of courses staff will be e-mailed an electronic training course evaluation form (via Survey Monkey). Employees who attended the training should complete the form which is then automatically returned. Alternative formats are available.

Ultimately, the benefits of training are best judged in relation to how it affects the individual's performance and/or wellbeing at work.

Therefore, it can be difficult to ascertain how productive training has been immediately afterwards.

In order to evaluate the effectiveness of the training courses provided, line managers are responsible for auditing the effectiveness of training for their service on a bi-annual basis (please attached Training Course Procedures).

This should be returned to the Learning and Development Department by 30th September and 31st March each year.

11. Record of Training

Training records, including evaluation forms/reports for all employees will be held electronically within the Learning and Development System.

12. Withdrawing from a Course

Withdrawing from a course can have the following consequences: -

- Tenants and Service Users not receiving an adequate level of support/service
- A missed learning and development opportunity
- A vacant place on a course that could have been allocated to another staff member
- Staff being less likely to be able to evidence Continuous Professional Development
- Disrepute for the organisation
- The development of a culture in which training is viewed as a luxury
- Additional cost to the organisation and potential funding being withdrawn from the organisation

If someone has been funded by the organisation, has booked on a course through the organisation or attends all or part of a course within working hours, the expectation is that they will complete this course of study in the time allocated.

However, the organisation recognises that in exceptional circumstances (work related or personal) people may have justification for withdrawing from a course.

If people are in the position of considering withdrawing from a course, the following process must be followed:

- Discuss difficulties with the study centre to ascertain what other options are available
- Discuss difficulties with line management to ascertain whether there is anything practical the organisation can do to help, and to ascertain what options are open to the individual

This may include deferral, getting credit for work already completed or other practical support to enable the studies to continue.

- Reach a decision with line management on the best way forward for both the individual and the organisation and ensure this decision is minuted and recorded for personnel records

If the individual works at a service, the line manager will discuss the wish to withdraw from study with the Learning and Development Manager and the next step will be decided upon.

Where the above process is not followed, the individual will be liable to repay the entire course fees to the organisation.

Failure to follow the above process could impact on the availability of future funding for study.

If a member of staff withdraws from a course (whether free or otherwise) they should complete the form 'Notification of Withdrawal from a Course' and send it to the Academy.

13. Review

The Chief Executive and the Management Co-ordinating Group have responsibility for ensuring that the policy is reviewed on a regular basis. This will ensure that it remains current, complies with legislation and national guidance and therefore reflects best practice. This policy will be reviewed every two years.

14. Distribution

This policy will be available at all Loretto Housing designated locations. Copies will also be available through the intranet.

15. Data Protection

Data collected in respect of this policy will be used for the purpose of monitoring and managing the SVQ process. Information including reports, statistics, anonymised service user / tenant documentation and any other correspondence will be held in confidence in line with the Group Policy on Data Protection.

16. Equality

This policy has been produced with the aim of supporting Loretto Housing's strategy in relation to equality and diversity which welcomes individuals from all backgrounds. When using this policy Loretto Housing expects that all members of staff will treat individuals fairly and with respect.

This policy should be read in conjunction with the organisations policies on Learning and Development, Training and Disciplinary and Grievance

Line management and the Learning and Development Team will identify any support required in order that individuals can fully participate in the learning process and not feel discriminated against in any way.

If specific learning or support needs are identified Line managers will, following discussion with the employee, refer them to Occupational Health and/or the Learning and Development Manager in order to further support the individual.

Loretto Housing recognises and values diversity and actively works to promote equality of access for all staff in line with the Commission for Equality and Human Rights.

Loretto Housing will take action should there be a breach of the policy relating to equality and diversity.

Loretto Housing Association Training Course Procedures

The following Training Course forms should be used in conjunction with the Loretto Housing Association and Loretto Housing Training Policy.

Training Course Procedures 1

TRAINING COURSE APPLICATION FORM

Name: _____ **Service/Department:** _____

Date: _____

Why are you applying for this training course?
Total Cost: £
Amount being requested from the Organisation £
Will you require study leave: YES / NO
If YES how long:
In what form are you requesting study leave (holiday, paid/unpaid leave):
What do you hope to gain from the course?
Outcome of the discussion with your Line Manager:

Authorised by: _____ Date: _____

Reason for refusal :

Refused by: _____

Date: _____

Training Course Procedures 2

Undertaking to repay loan for Professional/Vocational Training fees

I,....., understand that the organisation undertakes to invest financially in my development in order to enhance the quality of service that can be offered by Loretto Housing Housing/.

I have read and understood the Training Policy and in particular sections 8. I agree to remain in the service of the organisation for a period of no less than twelve months after the completion of my course. Course completion is the date of formal certification.

If any of the following conditions should apply, I agree to refund the money owed by me to the organisation following the procedure explained in section 8 of the Training Policy:

- I leave the organisation voluntarily within twelve months of completing the course
- I am dismissed as an employee of the organisation as a result of my conduct within twelve months of completing the course
- I terminate my studies prior to completing the course
- The training provider terminates my placement on the course because of conduct or performance issues

I understand that sums owed to the organisation by me as a result of one or more of the above circumstances will be deducted directly from my salary or other payments due to me under my contract of employment.

By signing below I declare that I have read and understood this document and agree to abide by its conditions.

Course Title	
Total cost of course	£
Loretto Housing Contribution (up to 50% of the course fee)	£
Personal Contribution	£ in _____ equal installments from my salary
ILA (where applicable)	£

Name		Service	
Signature		Date	
Signature (witness)		Date	

Learning and Development Use only:

Date Received		Date entered on system	
Copy to Line manager		Copy to HR	

Training Course Procedures 3

Training Course Evaluation Form – An electronic version is also available

To enable the effectiveness of training to be assessed, please take a few moments to complete the following evaluation form.

Please return the form to the Learning and Development Assistant within two weeks of attending the course.

Name: _____ Job Title: _____
Department: _____ Course Organiser: _____
Title of course: _____ Duration of Course: _____

For Learning and Development Department use only

For each question please circle the number that most closely matches your view of the course.

1. My understanding of the subject has improved as a result of the course.

Agree Completely 5 4 3 2 1 **Disagree Completely**

2. The course will enable me to perform my job better.

Agree Completely 5 4 3 2 1 **Disagree Completely**

3. The course content was clear and well presented.

Agree Completely 5 4 3 2 1 **Disagree Completely**

4. The materials used were helpful.

Agree Completely 5 4 3 2 1 **Disagree Completely**

5. The course was stimulating.

Agree Completely 5 4 3 2 1 **Disagree Completely**

6. The duration of the course was right.

Agree Completely 5 4 3 2 1 **Disagree Completely**

7. There was a good level of participation.

Agree Completely 5 4 3 2 1 **Disagree Completely**

8. The course was well organised.

Agree
Completely

5

4

3

2

1

Disagree
Completely

Please take a few moments to comment on the following areas.

Learning achieved and relevance to the workplace

Course organisation and venue

Course content and presentation including ideas for improvement

Any other comments

Name (Print): _____ Service/Dept: _____

Signed: _____ Date: _____

Training Course Procedures 4

NOTIFICATION OF WITHDRAWAL FROM A COURSE

Name: _____ Service: _____

Position: _____

Title of Course: _____ Course/Venue: _____

Please state the reason(s) for withdrawing from the course.

Please state the steps you have taken to avoid withdrawing from the course.

Please outline measures you have taken to ensure the allocated place does not remain vacant.

Including this course, how many courses have you withdrawn from?

Signed: _____ Line Manager: _____

Date: _____

This form will be used to collate information on the number of people withdrawing from courses, patterns emerging and reasons for withdrawal. This information should enable the organisation to plan training more effectively.

Learning and Development Use

Recorded: _____

Logged: _____

Training Course Procedures 5

MANAGERS EVALUATION OF TRAINING

Name: _____ Service: _____

Position: _____ Date: _____

Section 1

Please list the courses completed by staff from your service/department within the last six months and the numbers of staff completing each course

Name of Course	No. of Attendees	Internal (I) or External (E)
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Section 2

What training courses are staff currently undertaking?

Name of Course	No. of Attendees

Section 3

Of the courses listed in section 1, which ones have been of particular benefit to the service/department? Please list these below.

Section 4

Are you aware of changes to staff practice as a result of attending training courses?
If so please outline below.

Section 5

Were any of the courses of little or no value to the service? Please list these below and state why they were of little or no value.

Section 6

Were there any recurring problems with training courses? If so please state these below.

Please return this form to the Learning and Development Assistant at Head Office.

For Learning and Development Use

Received: _____

Logged: _____